Memorandum

Date:

April 29, 2009

To:

Assistant Commissioner, Staff

From:

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

Administrative Services Division

File No.:

70.A5031

Subject:

FIRST QUARTER 2009 COMMAND INSPECTION

For the first quarter 2009 command inspection, Administrative Services Division (ASD) selected Area Administration from the Highway Patrol Guide (HPG) 22.1, Chapter 1. Attached are the Area Management Evaluation forms (CHP 453A) and Exceptions Documents for ASD and all its sections.

The results of this command inspection were mostly favorable. Only one section showed any significant deficiencies with regard to Area Administration and requires additional follow-up. One other section had a minor deficiency that will be easily remedied.

In conducting the command inspections, the inspectors had difficulty utilizing and completing the CHP 453As as several of the items on the form did not apply to nonuniformed staff or required an explanation, and there was no "DNA" column or space on the form to provide this information. Otherwise, there were no problems encountered in conducting this command inspection.

If you have any questions, please contact me at (916) 375-2102.

C. A. WALKER

Ca-Walke

Assistant Chief

Attachments

COMMAND INSPECTION PROGRAM

EXCEPT	TONS	DOCL	JMENT
	10110		J V 1 V

Command: ASD (070)	Division ASD	Chapter:	
Inspected by: Kathy Marshall/Debbie Schmick		Date: 4/2/2009	

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required.

additional opaco is required				
TYPE OF INSPECTION		Corrective Action Plan Included		
☑ Division Level ☐ Command Level		Appeal Included		
Executive Office Level		Attachments Included		
Follow-up Required: Forward to:		Commander's Signature:	Date:	
☐ Yes ☑ No Due Date:		La Paolini	4/28/09	
Chapter Inspection:				
Inspector's Comments Rega	rding Innovative Practice	es:		

The Chief encourages staff to develop creative ideas for improving efficiency and effectiveness. The following completed or in-progress projects illustrate some of the beneficial ideas that have come from Administrative Services Division (ASD) employees: Replacing Form Flow with a more intuitive .PDF Document Creator program; procuring Asset Management software for Facilities Section; purchasing the Fleet Focus equipment management program; implementing the Payroll Accounting system and Accounts Receivable database; developing the Cadet Application On-line system; and possibly transferring the cadet background investigation Personal History Questionnaire to an on-line application. The Chief routinely surveys various units/programs to determine where staff are needed most and reallocates staff as necessary.

Command Suggestions for Statewide Improvement:

When possible, commanders should be open to staff's ideas for improving procedures, if those changes would result in a cost-effective benefit to the Department. Commanders should consider redistributing personnel resources to various programs/units, if possible. This would shift resources where needed and encourage cross-training on duties.

Inspector's Findings:

This Division office inspection positively represented all aspects of the Area Administration chapter inspection. The Chief described numerous examples of successful planning, staffing, organizational efficiency, top-down and bottom-up communications, and staff meetings. The Division log and various other documents were reviewed and found to be current and appropriate. The Chief interacts regularly with staff of all levels, often doing walk-throughs of the various sections/units that comprise the Division, and utilizes an open door policy for communicating with staff. The Chief constantly strives to improve and streamline Division operations and encourages and often implements staff's ideas when appropriate. While the communication between the Division Chief and staff is sufficient, it was noted that the photographs on the picture board were not current. However, the ASD employees will be relocating to a new facility soon and may not be able to continue utilizing the picture board unless there is sufficient space to display it. Therefore, this is not considered a correctable item at this time.

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL COMMAND INSPECTION PROGRAM EXCEPTIONS DOCUMENT

Page 2					
1 490 2	Command: ASD (O70)	Division ASD	Chapter: 1		
	Inspected by: Kathy Marshal	I/Debbie Schmick	Date: 4/2/2009		
Commander's Response:					
No comments provided.					
	C#				
Inspector's Comments:					
No additional comments.					
€					
		145			
Deguired Action					
Required Action		PERSONAL PROPERTY.	。 15. 14. 14. 16. 16. 16. 16. 16. 16. 16. 16. 16. 16		
Corrective Action Plan/Timeline					

COMMAND INSPECTION PROGRAM

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Command: ASD (070)	Division: ASD	Chapter: 1
Inspected by:		Date:
Kathy Marshall/	4/2/2009	

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Appeal Process: (Appeals shall be filed within five (5) business days of the	completed chapter inspection).
Commander's Basis for Appeal:	
	2
	×
	<u> </u>
Appeal Review/Decision: (This shall be the only level of appeal).	
Appear News and Desire and Appear News and App	
*	
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Lead Inspector's Signature:	Date:
C-a-1,)alker	4-28-09
Responding Commander's Signature (for appeal):	Date:

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
AREA ADMINISTRATION
CHP 453A (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER	
ASD (070)	ASD		
EVALUATED BY		DATE	
Kathy Marshall a	nd Debbie Schmick	4/2/2009	

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION	SUSPENSE DATE			
	COMMANDER'S REVIE	W	DATE	
FOLLOW-UP REQUIRED Correction Report YES NO	Sat	Paolini	4/2	8/09
1. MANAGEMENT FUNCTIONS	evaluated Yes	ACTION REQUIRED No	CORRECTE	D
What functions of management were observed?				
(1) Planning adequate?			✓ Yes	☐ No
(2) Organization adequate?			✓ Yes	□ No
(3) Staffing adequate?			√ Yes	☐ No
(4) Directing adequate?			✓ Yes	□ No
(5) Controlling adequate?			✓ Yes	□ No
(6) Delegating adequate?		•	✓ Yes	☐ No
2. ORGANIZATION	EVALUATED Yes	ACTION REQUIRED No	CORRECTE	D
a. Current Organizational Chart?			✓ Yes	□ No
(1) Lines of authority, responsibility, and training?			√ Yes	☐ No
b. How are personnel informed of commander's absence	e? Through the electronic	calendar, e-mail, or phone	call.	
(1) Alternate assigned?			✓ Yes	☐ No
(2) Division notified via comm-net?		9	Yes	✓ No
c. Have collateral duties been assigned to supervisors?			✓ Yes	☐ No
(1) Officers aware of assignments and/or changes?			✓ Yes	□ No
d. How was efficiency of the organization tested? Re	viewed Division log for comp	oletion of projects; reviewe	ed duty statem	ents and
organization chart; personal observation of proce	esses and interaction of comn	nander with subordinate en	mployees.	
e. Is there an appropriate span of control?			✓ Yes	□ No
3. JOB DESCRIPTIONS	evaluated Yes	No REQUIRED	CORRECTE	D .
a. Local procedure for periodic review?			✓ Yes	☐ No
(1) Date of last review update? 10/1/2008	n .			
b. Authority limits explained?			✓ Yes	□ No
c. Written job descriptions for positions?			✓ Yes	□ No

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

(*) Where are job descriptions kept? Electronic files				
(2	2) Has cross training been conducted?		-	✓ Yes	□ No
4. CON	MUNICATIONS	Yes	No No	CORRECTE	D
a. C	commander's methods to disseminate and receive information?	The Chief uses	e-mail and/or speaks direct	ly to staff. Th	e Chief
r	eceives information verbally and via e-mail from the Assistant	Chiefs and other	employees. There is an op	en door policy	у.
(1) Does the commander use both formal and informal channel	s?		✓ Yes	☐ No
(2) How does the commander inform personnel of their contribu	utions and/or acco	mplishments? Chief share	s appreciation	with
	employee's supervisor or speaks directly to employee. Com-	mendations are so	netimes given to staff. Stal	ff commended	at meetings
b. G	rood up and down flow of information within Area?			✓ Yes	☐ No
(1) Commander to supervisors?			✓ Yes	□ No
(2) Commander to officers through lieutenants/sergeants?			✓ Yes	☐ No
(3) Supervisors to commander?			✓ Yes	☐ No
(4) Supervisors to officers?			✓ Yes	□ No
(5) Officers to supervisors?			✓ Yes	☐ No
(6) Officers to commander through chain of command?	Ж		✓ Yes	☐ No
(7) Between uniformed/nonuniformed employees?			✓ Yes	☐ No
(8)) Suggestions for improvement made/tested?			✓ Yes	□ No
c. C	ommander and supervisors available for counseling?			✓ Yes	☐ No
(1) Commander attend briefings?			✓ Yes	☐ No
(2	Lieutenant attend briefings?			Yes	☐ No
d. Is	the information system effective?			✓ Yes	☐ No
(1	Are personnel aware of current projects?			✓ Yes	☐ No
(2	Weekly correspondence routed?			✓ Yes	☐ No
е. Н	ow is the commander kept informed of daily events? Chief re	eceives Comm-Ne	ts, information e-mailed, A	ssistant Chie	fs notify
С	hief, and Chief meets with staff to learn about events.				
f. An	e photos on picture board current?			Yes	✓ No
5. AREA	AND STAFF MEETINGS	Yes Yes	No REQUIRED	CORRECTE	
a. Cı	ommander or facilitator/manager adequately prepared for meet	ings?		✓ Yes	☐ No
(1)	Do meetings begin on time?			✓ Yes	☐ No
(2	Is there an agenda?			✓ Yes	☐ No

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

b. How often are Area meetings held? Typically, after To	op Management meeting:	5.			
(1) Who coordinates agenda? Support staff.					
(2) Who takes minutes? Support staff.					
(3) Is action taken, with subsequent follow-up?			✓ Yes	☐ No	
c. Are successive meetings held?			✓ Yes	☐ No	
d. Are Top Management minutes discussed?			✓ Yes	☐ No	
(1) Does commander support departmental programs?	?		✓ Yes	☐ No	
(2) Do employees understand information disseminate	d?		✓ Yes	☐ No	
e. Are special interest programs planned?			✓ Yes	☐ No	
f. Are schedules arranged for maximum attendance?		- Pr	✓ Yes	☐ No	
(1) Is information conveyed to absent members?	x		✓ Yes	☐ No	
g. What is the frequency of staff meetings? Varies with e	entire staff. Daily or week	cly with Assistant Chiefs.			
(1) Agendas distributed prior to meetings?			✓ Yes	☐ No	
(2) Who attends? Assistant Chiefs and support staff.					
					7
(3) Action taken, with subsequent follow-up?			∀ Yes	☐ No	
h. Are sergeants-only meetings held?			☐ Yes	✓ No	\leftarrow
i. What is the frequency of nonuniformed meetings? Vari	es				OY
(1) Who schedules these meetings? Chief					ľ.
(2) What is the commander's role? To provide inform	ation and/or direction, dis	scuss daily activities, discuss	status of proj	ects and to	<u> </u>
share ideas.					
(3) Action taken, with subsequent follow-up?			✓ Yes	☐ No	
6. MANAGEMENT OF TIME	EVALUATED Yes	ACTION REQUIRED No	CORRECTE	D	
a. Is time spent on activities proportionate to importance?			✓ Yes	∏ No	
b. Commander/lieutenant/sergeants available other than bu	usiness hours?		√ Yes	☐ No	
7. COLLECTIVE BARGAINING	Yes	ACTION REQUIRED	CORRECTE)	
a. Does the commander comply with Contract Interpretation	√ Yes	☐ No			
(1) Does a library copy of all Cls exist?	✓ Yes	☐ No			
(2) Employee groups notified prior to changing policy?			✓ Yes	□ No	
(3) Employee contract training for nonuniformed superv	isors?		✓ Yes	□No	
(4) Managers/supervisors understand grievance/compla	aint procedures?		✓ Yes	☐ No	
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STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
AREA ADMINISTRATION

CHP 453A (Rev. 5-06) OPI 009

AREA DIVISION		NUMBER	
ASD (070)	ASD		
EVALUATED BY		DATE	
Kathy Marshall and Debbie Schmick		4/2/2009	

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be bandwritten if desired

TYPE OF EVALUATION Formal Evaluation	☐ Informal Evaluation		7-15-09		
FOLLOW-UP REQUIRED YES NO	Correction Report	Change	s to	4/2	8/09
1. MANAGEMENT FUNCT	IONS	some of	L 0	DRRECTEL	
a. What functions of management	gement were observed?	- documen	to pen		
(1) Planning adequa	ate?	request	Dies	⊡ Yes	□ No
(2) Organization add	equate?	Suzann	e/tt-] Yes	☐ No
(3) Staffing adequat	te?	- King - 1	ACSI	☐ Yes	□ No
(4) Directing adequa	ate?	office] Yes	☐ No
(5) Controlling adeq	uate?			∄ Yes	□ No
(6) Delegating adeq	uate?	-		✓ Yes	□ No
2. ORGANIZATION		EVALUATED Yes	No REQUIRED	CORRECTED	D
a. Current Organization	al Chart?	32.00.00.00.00.00.00.00.00.00.00.00.00.00		✓ Yes	□ No
(1) Lines of authority	y, responsibility, and training?			✓ Yes	☐ No
b. How are personnel in	formed of commander's absence?	Through the electronic caler	ndar, e-mail, or phone	call.	
(1) Alternate assigne	ed?			✓ Yes	□ No
(2) Division notified v	via comm-net?	2		Yes	✓ No
c. Have collateral duties	been assigned to supervisors?			✓ Yes	☐ No
(1) Officers aware of	assignments and/or changes?			✓ Yes	☐ No
d. How was efficiency of	f the organization tested? Review	wed Division log for completio	on of projects; reviewed	l duty statem	ents and
organization char	t; personal observation of processe	es and interaction of commande	er with subordinate em	ployees.	
e. Is there an appropriat	e span of control?			✓ Yes	□ No
3. JOB DESCRIPTIONS		EVALUATED Yes	ACTION REQUIRED No	CORRECTED	D
a. Local procedure for pe	eriodic review?	AMA		✓ Yes	□ No
(1) Date of last review	w update? 10/1/2008				
b. Authority limits explain	ned?			✓ Yes	□ No
c. Written job description	ns for positions?			✓ Yes	□ No



STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

CHP 453A	(Rev.	5-06)	OPI	009

AREA	DIVISION	NUMBER
ASD (070)	ASD	
EVALUATED BY		DATE
Kathy Marshall and Debbie Schmick		4/2/2009

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION	T			
✓ Formal Evaluation ☐ Informal Evaluation	SUSPENSE DATE			
FOLLOW-UP REQUIRED	COMMANDER'S REVIEW		DATE	
☐ Correction Report	daPar	Dini	4/:	18/09
BY	natur	nu	1/0	909
1. MANAGEMENT FUNCTIONS	EVALUATED Yes	ACTION REQUIRED	CORRECTE	D
Miles for the state of the stat	165	110	L	
What functions of management were observed?				
(1) Planning adequate?			✓ Yes	□No
(2) Organization adequate?			√ Yes	□No
(3) Staffing adequate?			✓ Yes	□No
(4) Directing adequate?			✓ Yes	□ No
(5) Controlling adequate?	[R		✓ Yes	□ No
(6) Delegating adequate?			✓ Yes	□No
2. ORGANIZATION	evaluated Yes	NO REQUIRED	CORRECTED)
a. Current Organizational Chart?			√ Yes	□No
(1) Lines of authority, responsibility, and training?			✓ Yes	□No
b. How are personnel informed of commander's absence? Throug	th the electronic calend	ar, e-mail, or phone call		
(1) Alternate assigned?			✓ Yes	□ No
(2) Division notified via comm-net?			☐ Yes	✓ No
c. Have collateral duties been assigned to supervisors?			✓ Yes	□ No
(1) Officers aware of assignments and/or changes?			✓ Yes	☐ No
d. How was efficiency of the organization tested? Reviewed Division log for completion of projects; reviewed duty statements and				
organization chart; personal observation of processes and inter	raction of commander	with subordinate employ	ees.	
e. Is there an appropriate span of control?			✓ Yes	□ No
1 JUBUESCRIPHONS		ACTION REQUIRED No	CORRECTED	
a. Local procedure for periodic review?			✓ Yes	□No
(1) Date of last review update? 10/1/2008				
b. Authority limits explained?	, , , , , , , , , , , , , , , , , , ,		✓ Yes	☐ No
c. Written job descriptions for positions?			✓ Yes	☐ No
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ATMENT OF CALIFORNIA HIGHWAY PATROL

KEA MANAGEMENT EVALUATION

AREA ADMINISTRATION

(1) Where are job descriptions kept? Electronic files			
(2) Has cross training been conducted?	19	✓ Yes	☐ No
4. COMMUNICATIONS Yes	No REQUIRED	CORRECTE	ED
a. Commander's methods to disseminate and receive information? The Chief uses e-ma	il and/or speaks directly t	io staff. Tl	he Chief
receives information verbally and via e-mail from the Assistant Chiefs and other emp	loyees. There is an open	door polic	y.
(1) Does the commander use both formal and informal channels?		✓ Yes	□ No
(2) How does the commander inform personnel of their contributions and/or accomplis	shments? Chief shares ap	preciation	with
employee's supervisor or speaks directly to employee. Commendations are sometimes	nes given to staff. Staff co	ommended	l at meetings.
b. Good up and down flow of information within Area?		✓ Yes	□ No
(1) Commander to supervisors?		√ Yes	☐ No
(2) Commander to officers through lieutenants/sergeants?		✓ Yes	☐ No
(3) Supervisors to commander?		✓ Yes	□ No
(4) Supervisors to officers?		✓ Yes	□ No
(5) Officers to supervisors?		✓ Yes	□ No
(6) Officers to commander through chain of command?		✓ Yes	☐ No
(7) Between uniformed/nonuniformed employees?		√ Yes	☐ No
(8) Suggestions for improvement made/tested?		✓ Yes	□ No
c. Commander and supervisors available for counseling?		✓ Yes	☐ No
(1) Commander attend briefings?		✓ Yes	☐ No
(2) Lieutenant attend briefings? No Lieutenants in ASD.		Yes	☑ No
d. Is the information system effective?		✓ Yes	□ No
(1) Are personnel aware of current projects?		✓ Yes	☐ No
(2) Weekly correspondence routed?		✓ Yes	□No
e. How is the commander kept informed of daily events? Chief receives Comm-Nets, inf	ormation e-mailed, Assis	tant Chief	s notify
Chief, and Chief meets with staff to learn about events.			
f. Are photos on picture board current? Refer to Exceptions Do	cument	Yes	☑ No
AREA AND STAFF MEETINGS Yes	ACTION REQUIRED No	CORRECTED	
Commander or facilitator/manager adequately prepared for meetings?		✓ Yes	□ No
(1) Do meetings begin on time?		✓ Yes	☐ No
(2) Is there an agenda?		✓ Yes	☐ No

OF CALIFORNIA ATMENT OF CALIFORNIA HIGHWAY PATROL REA MANAGEMENT EVALUATION

AREA ADMINISTRATION

b. How often are Area meetings held? Typically, after Top Management meetings.		
(1) Who coordinates agenda? Support staff.		
(2) Who takes minutes? Support staff.		
(3) Is action taken, with subsequent follow-up?	✓ Yes	□ No
c. Are successive meetings held?	✓ Yes	□ No
d. Are Top Management minutes discussed?	✓ Yes	☐ No
(1) Does commander support departmental programs?	✓ Yes	□ No
(2) Do employees understand information disseminated?	✓ Yes	☐ No
e. Are special interest programs planned?	✓ Yes	□No
f. Are schedules arranged for maximum attendance?	✓ Yes	□No
(1) Is information conveyed to absent members?	✓ Yes	☐ No
g. What is the frequency of staff meetings? Varies with entire staff. Daily or weekly with Assistant Chiefs.		
(1) Agendas distributed prior to meetings?	✓ Yes	☐ No
(2) Who attends? Assistant Chiefs and support staff.		
(3) Action taken, with subsequent follow-up?	✓ Yes	□ No
h. Are sergeants-only meetings held? Only I Sat- in 1450-	Yes	☑ No
i. What is the frequency of nonuniformed meetings? Varies		
(1) Who schedules these meetings? Chief		
(2) What is the commander's role? To provide information and/or direction, discuss daily activities, discuss	status of projec	cts and to
share ideas.		
(3) Action taken, with subsequent follow-up?	✓ Yes	☐ No
6. MANAGEMENT OF TIME EVALUATED YES ACTION REQUIRED NO	CORRECTED	
a. Is time spent on activities proportionate to importance?	✓ Yes	☐ No
b. Commander/lieutenant/sergeants available other than business hours?	✓ Yes	☐ No
7. COLLECTIVE BARGAINING EVALUATED Yes ACTION REQUIRED NO	CORRECTED	
a. Does the commander comply with Contract Interpretations (CI)?	✓ Yes	□No
(1) Does a library copy of all CIs exist?	✓ Yes	
	✓ Yes	□ No
(3) Employee contract training for nonuniformed supervisors?	✓ Yes	□ No
(4) Managers/supervisors understand grievance/complaint procedures?	✓ Yes	☐ No

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMEN	EXCED.	TIONS	DOCL	JMEN	TV
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Command: FMS (071)	Division: ASD	Chapter:
Inspected by:		Date:
Caryn Argenio/Rosemary Sidley		4/1/2009

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION		Corrective Action Plan Included	
☐ Division Level ☐ Command Level		☐ Appeal Included	
☐ Executive Office Level		Attachments Included	
Follow-up Required:	Forward to:	Commander's Signature:	Date:
☐ Yes No	Due Date:	ganapails	4/21/09
Chapter Inspection:			
Inspector's Comments Reg	arding Innovative Practice		
mopeote.			

Fiscal Management Section (FMS) worked with Information Technology Section and Human Resources Section (HRS), Personnel Transactions Unit (PTU) to automate and streamline departmental account receivable tracking. ITS developed the Employee Payroll Advance Recovery System (EPARS) that is utilized by FMS and PTU staff to efficiently track and collect on account receivable accounts.

Command Suggestions for Statewide Improvement:

FMS implemented quarterly reporting on Driving Under the Influence cost recovery, witness fee deposits, and invoices to enable commands to more effectively track submission and timely collection on invoices. FMS implemented a vendor pre-payment program for arrest logs to enable vendors to order multiple arrest logs from multiple areas without individual payments being sent to each Area office.

Inspector's Findings:

This command inspection revealed that FMS is operating effectively with respect to Area Administration. Job descriptions are current and reviewed annually, and cross-training within the section has been completed. The dissemination and receipt of information and communication throughout the section is very good. A variety of resources are utilized by the commander to ensure that all employees are made aware of vital information pertinent to their daily operations as well as the Department. Regular staff meetings are held, organized with an agenda, and follow-up meetings to resolve issues are encouraged as necessary. The commander ensures all managers and supervisors are aware of assignments within their scope of responsibility as well as scheduled timelines of all major projects to ensure deadlines are met. FMS managers and supervisors are knowledgeable regarding the appropriate employee bargaining units and know where to access the contracts. Management supports an open door policy to resolve problems in a timely manner.

JE CALIFORNIA KTMENT OF CALIFORNIA HIGHWAY PATROL

MMAND INSPECTION PROGRAM EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:	
FMS (071)	ASD	1	
Inspected by: Caryn Argenio/Rosemary Sidley		Date: 4/1/2009	

Page 2

Commander's	Response:

I appreciate the opportunity provided by the Command Inspection to take a closer look at the daily operations of the Fiscal Management Section. I am pleased that no corrective actions were necessary and will continue to monitor our section to ensure compliance. Should any issues arise during the year, they will be addressed in an expeditious and timely manner.

Inspector's Comments:

No additional comments.

Required Action

Corrective Action Plan/Timeline

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
FMS (071)	ASD	1
Inspected by:		Date:

Page 3	Caryn Argenio/Rosemary Sidley 4/1/2009
Appeal Process: (Appeals shall be filled within five (5) busine Commander's Basis for Appeal:	ess days of the completed chapter inspection).
Communication of Business of Page 1911	
Appeal Review/Decision: (This shall be the only level of ap	peal).
ar Sar	
	Date:
Lead Inspector's Signature: C-Q-Q-Dalle Responding Commander's Signature (for appeal):	4-24-09 Date:

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION	FMS (071)	DIVISION	NUMBER
AREA ADMINISTRATION	EVALUATED BY		DATE
CHP 453A (Rev. 5-06) OPI 009	Rosemary Sidley	and Caryn Argenio	4/1/2009
INSTRUCTIONS: Indicate items reviewed by placing a charge is used as a Correction Report, the "Correction" box	neck in the "Evaluated" should be initialed and	box and/or the "Action dated as deficiencies a	Required" box are corrected.

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION Formal Evaluation	Informal Evaluation	SUSPENSE DATE			
FOLLOW-UP REQUIRED	Correction Report	COMMANDER'S REV	EW	DATE	
YES NO	BY	gran P	arks	4/2	21/09
1. MANAGEMENT FUNCTION	SNC	evaluated Yes	ACTION REQUIRED NO	CORRECTE	ED
a. What functions of manage	ement were observed?				
(1) Planning adequat	e?			✓ Yes	☐ No
(2) Organization adec	quate?			∀es	☐ No
(3) Staffing adequate	?			✓ Yes	☐ No
(4) Directing adequat	e?			✓ Yes	☐ No
(5) Controlling adequ	ate?			✓ Yes	☐ No
(6) Delegating adequ	ate?			✓ Yes	□ No
2. ORGANIZATION		EVALUATED Yes	No	CORRECTE	D
a. Current Organizational	Chart?			√ Yes	☐ No
(1) Lines of authority,	responsibility, and training?			✓ Yes	□ No
b. How are personnel info	rmed of commander's absence?	Via e-mail to all staff	and Division.		
(1) Alternate assigned	?	17	-	✓ Yes	□ No
(2) Division notified via	a comm-net?			✓ Yes	☐ No
c. Have collateral duties b	een assigned to supervisors?			✓ Yes	□ No
(1) Officers aware of a	ssignments and/or changes? ν	119		Yes	☐ No
d. How was efficiency of t	he organization tested? Complet	ion of Year End Plan.	Proper chain of command i	review and ap	proval was
demonstrated as w	ell as the dissemination of timelines	s to complete the projec	ets.		****
e. Is there an appropriate	span of control?			✓ Yes	□No
3, JOB DESCRIPTIONS		Yes Yes	No REQUIRED	CORRECTE	D
a. Local procedure for per	iodic review?				☐ No
(1) Date of last review	update? Annually, in October	. Also reviewed and u	pdated when a vacancy occ	urs.	23.11.3
b. Authority limits explaine	ed?			✓ Yes	□ No
c. Written job descriptions for positions?				□ No	

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

CHP 453A (Rev. 5					
(1) When	re are job descriptions kept? In the section's files by t	he clerical support:	staff, as well as electronic	copies.	
				✓ Yes	∏No
(2) Has	cross training been conducted?	Termina	ACTION REQUIRED	CORRECTED	
4. COMMUNIC		Yes	No		
a. Comman	der's methods to disseminate and receive information?	Departmental Con	nm-Net messages, staff me	etings, section	on bulletin
boards, tl	hrough manager/supervisor meetings with staff.				
	s the commander use both formal and informal channels			✓ Yes	□ No
	does the commander inform personnel of their contribu				anking them;
throu	ugh e-mail so copies can be made and placed in field fol	lers; performance e	valuations; Commendable l	Form 2s.	
b. Good up	and down flow of information within Area?			✓ Yes	☐ No
(1) Com	mander to supervisors?			✓ Yes	□ No
(2) Com	mander to officers through lieutenants/sergeants? $$	114		Yes	☐ No
(3) Supe	ervisors to commander?			✓ Yes	□ No
(4) Supe	ervisors to officers?			Yes	☐ No
(5) Offic	ers to supervisors? N/A			Yes	□ No
(6) Offic	the property of the property o				
(7) Betw	veen uniformed/nonuniformed employees?			Yes	☐ No
(8) Sugg	gestions for improvement made/tested?			✓ Yes	□ No
c. Comman	der and supervisors available for counseling?			✓ Yes	□ No
	mander attend briefings?			✓ Yes	☐ No
	tenant attend briefings?		-	Yes	☐ No
	ormation system effective?			✓ Yes	☐ No
	personnel aware of current projects?			✓ Yes	□ No
	(2) Weekly correspondence routed?				
		nental Comm-Nets	, access to news clips via t	he computer,	, e-mails
f. Are photo	os on picture board current?			✓ Yes	☐ No
CONTROL SANCTIVE SERVICES	STAFF MEETINGS	EVALUATED Yes	ACTION REQUIRED	CORRECTE	:D
	nder or facilitator/manager adequately prepared for mee	10000		✓ Yes	☐ No
	neetings begin on time?			✓ Yes	☐ No
	ere an agenda?			✓ Yes	☐ No
(2) 15 (1)	010 km kg0m== 1				

AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

0111 1031 (XIOTI 11)						
b. How often are Area meetings held? Every other month, unl	ess need dictates soo	ner.				
(1) Who coordinates agenda? FMS Commander						
(2) Who takes minutes? No minutes are taken.						
(3) Is action taken, with subsequent follow-up?			✓ Yes	☐ No		
c. Are successive meetings held?			✓ Yes	□ No		
d. Are Top Management minutes discussed?			✓ Yes	□ No		
(1) Does commander support departmental programs?			✓ Yes	☐ No		
(2) Do employees understand information disseminated?			✓ Yes	□ No		
e. Are special interest programs planned?			✓ Yes	□ No		
f. Are schedules arranged for maximum attendance?			✓ Yes	□ No		
(1) Is information conveyed to absent members?			✓ Yes	□ No		
g. What is the frequency of staff meetings? Every other month	n, unless need dictates	s sooner.				
(1) Agendas distributed prior to meetings?			✓ Yes	□ No		
(2) Who attends? All staff. Meetings are scheduled so the	e majority of staff car	attend. Manager/supervis	or meetings o	ccur at the		
same frequency, and prior to the section staff meetings.						
(3) Action taken, with subsequent follow-up?	✓ Yes	☐ No				
h. Are sergeants-only meetings held?						
i. What is the frequency of nonuniformed meetings? Every oth	ner month, unless nee	d dictates sooner.				
(1) Who schedules these meetings? FMS Commander						
(2) What is the commander's role? To facilitate the meeting	ng, answer questions,	and create the agenda.				
(3) Action taken, with subsequent follow-up?	×		✓ Yes	□ No		
6. MANAGEMENT OF TIME	Yes Yes	No.	CORRECTE			
a. Is time spent on activities proportionate to importance?			✓ Yes	□ No		
b. Commander/lieutenant/sergeants available other than busine	b. Commander/lieutenant/sergeants available other than business hours?					
7. COLLECTIVE BARGAINING	EVALUATED ACTION REQUIRED CORRECTED					
a. Does the commander comply with Contract Interpretations (C	√ Yes	□No				
(1) Does a library copy of all CIs exist?			√ Yes	☐ No		
us la			✓ Yes	☐ No		
	s?		✓ Yes	No		
	(3) Employee contract training for Hondinionned depertments.					
(4) Managers/supervisors understand grievance/complaint procedures?						

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STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

COMMAND INSPECTION PROGRAM

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Command: FOS (074)	Division: ASD	Chapter:
Inspected by:		Date:
R. Sidley/D. S	Schmick	4/7/2009

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required.						
TYPE OF INSPECTION		Corrective Action Plan Included				
☐ Division Level ☐ Command Level		Appeal Included				
☐ Executive Office Level		☐ Attachments Included				
Follow-up Required:	orward to:	Commander's Signature:	Date:			
☐ Yes ⊠ No Du	ue Date:	Jakon -	4.22.09			
Chapter Inspection:						
Inspector's Comments Regarding Innovative Practices:						

Fleet Operations Section (FOS) purchases and equips motor vehicles for the Department. In order to ensure the highest quality and best equipped vehicles are available within the shortest timeframe, FOS provides cross-training to staff working the equipping line. Staff are rotated on a regular basis among the ten work/equipping stations on the line; and they are continuously cross-trained to ensure the production does not suffer if employees are out of the office due to sick leave, vacation, furloughs, etc.

Command S	Suggestions	for	Statewide	Improvement:
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Inspector's Findings:

This command inspection revealed that FOS is very effective with respect to area administration. The section organization chart is current and the job descriptions are reviewed annually as well as when vacancies are filled. Section staff are thoroughly aware of their duties and responsibilities. There is excellent communication among the FOS commander and staff. The commander informally visits with employees and conducts regular staff meetings with all of the staff, including those at the Torrance facility. Although there is no formal agenda for the staff meetings, minutes of the meetings are taken, and action items are followed up on. Due to the nature of the work performed by the Automotive Technicians in this section, there is a great amount of attention spent on cross-training the staff and on occupational safety issues. In an effort to meet deadlines, the commander ensures that all managers and supervisors are aware of assignments that are within their scope of responsibility as well as the scheduled timeframes of all major projects. The commander and unit managers/supervisors are knowledgeable regarding the bargaining unit contracts. Management supports an open door policy to resolve problems in a timely manner.

OF CALIFORNIA ARTMENT OF CALIFORNIA HIGHWAY PATROL OMMAND INSPECTION PROGRAM EXCEPTIONS DOCUMENT

Command: FOS (074)	Division: ASD	Chapter:	
Inspected by: R. Sidley/D. Schmick		Date: 4/7/2009	

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Commander's Response:

Fleet Operations Section has reviewed the documents and concur with the inspector's comments and findings.

Inspector's Comments:

No further comments.

Required Action

Corrective Action Plan/Timeline

COMMAND INSPECTION PROGRAM EXCEPTIONS DOCUMENT

Command: FOS (074)	Division: ASD	Chapter:
Inspected by:		Date:
R. Sidley/D. Schmick		4/7/2009

Page 3

Page 3	
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Appeal Process: (Appeals shall be filed within five (5) business days of the	he completed chapter inspection).
Commander's Basis for Appeal:	TO THE RESIDENCE OF SECURITY OF STREET, SEC. SEC. STREET, SECRETARIES OF STREET, SECRETARIES OF SEC. SEC. SEC.
Commander o Daoio for Appear.	
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Appeal Review/Decision: (This shall be the only level of appeal).	
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	at a
Lead Inspector's Signature:	Date:
C-a Walles	4-24-09
Responding Commander's Signature (for appeal):	Date:

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

AREA	DIVISION	NUMBER	
FOS (074)	ASD		
EVALUATED BY		DATE	
Rosemary Sidley	and Debbie Schmick	4/7/2009	

CHP 453A (Rev. 5-06) OPI 009

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This pleted in pen or pencil, and the Supplement can be handwritten if desired.

form can be completed in pen or pencil, and the	Supplement can be nandwritten	II desired.		
TYPE OF EVALUATION Formal Evaluation Informal Evaluation			DATE	
FOLLOW-UP REQUIRED Correction Re	port COMMANDER'S REVIEW)	4.22	109 .
☐YES ☑NO BY	EVALUATED	ACTION REQUIRED	CORRECTED	
1. MANAGEMENT FUNCTIONS	Yes	No		
a. What functions of management were observed?				
(1) Planning adequate?			✓ Yes	□ No
(2) Organization adequate?			✓ Yes	□ No
(3) Staffing adequate?			✓ Yes	☐ No
(4) Directing adequate?			✓ Yes	□ No
			√ Yes	□ No
(5) Controlling adequate? (6) Delegating adequate?			√ Yes	□ No
Electrical Control of the Control of	EVALUATED	ACTION REQUIRED	CORRECTED	
2. ORGANIZATION	Yes	INO	✓ Yes	□ No
a. Current Organizational Chart?			✓ Yes	□No
(1) Lines of authority, responsibility, and trai			1	
b. How are personnel informed of commander's	absence? E-mail	2.4)	✓ Yes	□ No
(1) Alternate assigned?			✓ Yes	□No
(2) Division notified via comm-net?			√ Yes	□ No
c. Have collateral duties been assigned to supe				☐ No
(1) Officers aware of assignments and/or ch		a Li farangand og gr		
d. How was efficiency of the organization tested	? Reports are processed through t			oracto man
tracking sheets are utilized for sign-off a	and tracking purposes. Walk-through	of the facility.	✓ Yes	No
e. Is there an appropriate span of control?	CANALITA	ACTION REQUIRED	CORRECTE	
3. JOB DESCRIPTIONS	EVALUATED Yes	. No	39	
a. Local procedure for periodic review?			✓ Yes	□ No
(1) Date of last review update? Review	wed annually and when deemed neces	ssary due to changes in duti	es.	
b. Authority limits explained?			✓ Yes	☐ No
c. Written job descriptions for positions?	9.7	11	✓ Yes	□ No
2				

AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

	desk.				
401	Has cross training been conducted?			✓ Yes	☐ No
Walliam Control		EVALUATED	ACTION REQUIRED	CORRECTED	T.
COMM	UNICATIONS	Yes	No	ough e-mails	and at
a. Con	nmander's methods to disseminate and receive information?	Verbally in discussi	t the Torrance facility	0 19 11 - 11	
mo	nthly staff meetings. Also, meetings are held every two mont		t the Tollance facility.	✓ Yes	☐ No
(1)	Does the commander use both formal and informal channels	7	inhmonto? Warhally to t		
(2)	How does the commander inform personnel of their contribut	ions and/or accompl	Simens? Verbarry to t		
	employee's supervisor.			✓ Yes	No
b. God	od up and down flow of information within Area?			V Yes	
(1)	Commander to supervisors?				No
(2)	Commander to officers through lieutenants/sergeants?			Yes	
(3)	Supervisors to commander?			✓ Yes	□ No
(4)	Supervisors to officers?			' Yes	□ No
(5)	Officers to supervisors?			Yes	□ No
(6)	Officers to commander through chain of command?			Yes	□ No
(7)	Between uniformed/nonuniformed employees?			✓ Yes	□ No
(8)	Suggestions for improvement made/tested?			✓ Yes	□ No
c. Co	mmander and supervisors available for counseling?			✓ Yes	☐ No
(1)	Commander attend briefings?			✓ Yes	☐ No
(2)	Lieutenant attend briefings?			Yes	☐ No
d. Ist	the information system effective?		*	✓ Yes	☐ No
	Are personnel aware of current projects?			✓ Yes	☐ No
(2)	and the second s			✓ Yes	☐ No
	ow is the commander kept informed of daily events? By e-m	ail or direct contact	with the program manag	gers.	
f Are	photos on picture board current?			✓ Yes	☐ No
	AND STAFF MEETINGS	Yes Yes	ACTION REQUIRED No	CORRECT	FD
	ommander or facilitator/manager adequately prepared for mee	NI.		√ Yes	□ No
				✓ Yes	☐ No
	Do meetings begin on time?	1.	275-2	☐ Yes	√ No
(2)	Is there an agenda? No set agenda for Commander en	c meeting)5-		
	Compander ex	ouvages c	pen discu	ission	7.

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ZPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

AREA	ADMINISTRATION	
	3A (Rev. 5-06) OPI 009	

P 453A (Rev. 5-06) OPI 009				
b. How often are Area meetings held? Monthly				
(1) Who coordinates agenda? There is no formal agenda p	repared for the meeting	zs.		
(2) Who takes minutes? Program Manager			√ Yes [] No
(3) Is action taken, with subsequent follow-up?				 No
c. Are successive meetings held?				□ No
d. Are Top Management minutes discussed?				□ No
(1) Does commander support departmental programs?				□ No
(2) Do employees understand information disseminated?				 ———— ✓ No
Are special interest programs planned?				
. Are schedules arranged for maximum attendance?				□ No
ii and to absent members?				□ No
 (1) Is information conveyed to absent members. What is the frequency of staff meetings? Monthly. In addit 	ion, a meeting is held e	very two months with staff	at the Torranc	e locali
	0 5.0.(2)		Yes	√ No
(2) Who attends? All staff - 60 employees.	,			
(-)				
(3) Action taken, with subsequent follow-up?			✓ Yes	□ No
Are sergeants-only meetings held?			Yes	□ No
i. What is the frequency of nonuniformed meetings? Monthly	. Every two months for	Torrance employees.		
the street mostings? Commander				
(2) What is the commander's role? Commander facilitates	s the meeting, provides	information and answers qu	estions.	
(2) What is the control				
(3) Action taken, with subsequent follow-up?			√ Yes	☐ No
	Yes	ACTION REQUIRED	CORRECTED)
MANAGEMENT OF TIME	Tes	I A STATE OF THE S	✓ Yes	□ No
a. Is time spent on activities proportionate to importance?	ness hours?	0	✓ Yes	□ No
b. Commander/lieutenant/sergeants available other than busing	EVALUATED	ACTION REQUIRED	CORRECTE	D
COLLECTIVE BARGAINING	Yes	No	✓ Yes	□ No
a. Does the commander comply with Contract Interpretations	(CI)?			
(1) Does a library copy of all CIs exist?			✓ Yes	
(2) Employee groups notified prior to changing policy?			✓ Yes	No
(3) Employee contract training for nonuniformed supervisor	ors?		✓ Yes	☐ No
/ was increased arievance/complain			√ Yes	☐ No
	roy Previous Editions			c45

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command: BSS (076)	Division: ASD	Chapter:	
Inspected by: Kathy Marshall	and Julie Martin	Date: 4/7/2009	

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required. Corrective Action Plan Included TYPE OF INSPECTION ☐ Division Level ☐ Command Level Appeal Included ☐ Executive Office Level Attachments Included Date: Commander's Signature: Forward to: Follow-up Required: 27 anderson 4.24.09 No X Yes Due Date: Chapter Inspection: Inspector's Comments Regarding Innovative Practices:

The Business Services Section (BSS) commander sometimes allocates assignments that will help prepare staff for upward mobility opportunities, such as bill analysis or special writing assignments. The commander plans to introduce discussions about the Strategic Plan goals and objectives at quarterly staff meetings so staff understand how important their work is to overall departmental efficiency and effectiveness.

BSS employees are located at different work sites (buildings); therefore, the commander has staff meetings at all of the different locations so employees do not always have to leave their work sites for meetings. Also, this gives the BSS employees an opportunity to visit their co-workers' offices.

Command Suggestions for Statewide Improvement:

No suggestions for statewide improvement were provided.

Inspector's Findings:

BSS is a nonuniformed command; therefore, several questions on the CHP 453A related to uniformed employees were not applicable to this section. This command inspection determined that the overall area administration of BSS is very good. Staff rely heavily on the Project Log to ensure accountability and timely completion of projects. The commander communicates well with the employees, both verbally and through e-mail, and maintains an open door policy. There are regular staff meetings where information is communicated to the staff and staff have the ability to ask questions or provide input. The assignment of alternate commander is rotated among the managers. Attempts are made to resolve issues at the lowest possible level.

This command inspection noted two areas of concern: 1) Most job descriptions are normally reviewed when there is a vacancy. While most were updated in August 2007 or later, a few had not been updated since February 2004; 2) When a clerical employee is absent, the remaining clerical staff answer the telephones. However, there is no cross-training of the clerical employees. It is recommended that all job descriptions be reviewed and updated, and that a process be implemented whereby all of the job descriptions are periodically reviewed for appropriateness. Additionally, all clerical staff should be cross-trained so one can perform the duties of another as necessary.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command: BSS (076)	Division: ASD	Chapter:
Inspected by: Kathy Marshall	and Julie Martin	Date: 4/7/2009

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Commander's Response:

Areas of concern:

- (1) Review of job descriptions As stated, the command reviews duty statements at the time of vacancy. Due to the specialty of the command's units, most duty statements are specific in nature and do not change. The inspector recommends a process for periodical review. Even though the command has not had issue with its current practice, it will defer to the inspector's recommendation and will incorporate a review of all duty statements. Please provide an acceptable time frame for periodical review.
- (2) Cross-training of clerical employees As stated, BSS clerical staff are only cross-trained on the general clerical support duties such as answering phones, assisting visitors, routing and copying documents, mail pick-up and distribution, etc. Due to the specialty of the units within BSS, the ability to cross-train clerical staff on duties over and above general clerical support duties listed above is not an effective or efficient use of resources. Many of the clerical staff are trained on software programs unique to their units and many of these programs have licensing issues which does not allow unlimited users. In addition, due to the infrequency of use, the clerical staff would have no proficiency with regard to these duties. The filing systems are also unique. The BSS has had issues in the past with misfiled documents. Adding additional staff to filing would most likely exacerbate the situation instead of easing it. At this time, BSS respectfully disagrees with the cross-training of clerical staff over and above the current duties. NOTE: The CHP is a pilot agency for a new eProcurement system. When that system is fully functional, there will not be a user issue. BSS plans to train all three office technicians to use this system. This system replaces two of the current unit specific software programs (ACS and Dr. E).

Inspector's Comments:

- (1) All duty statements should be reviewed/updated by July 1, 2009, and then on a yearly basis thereafter, either altogether, or individually to coincide with the employee's performance appraisal.
- (2) No further action is required concerning the cross-training of the clerical employees. The commander has elaborated on the current cross-training of these employees, which appears sufficient and will be enhanced when the eProcurement system is operational. Also, there are extenuating circumstances in this command that would make extensive cross-training ineffectual.

Required Action war with the sale of the sale

Corrective Action Plan/Timeline

All duty statements with a July 1, 2008, or earlier review date, will be reviewed/updated by July 1, 2009 (combining any annual reviews in the process). Thereafter, they will be reviewed at the time of each employee's annual evaluation.

COMMAND INSPECTION PROGRAM EXCEPTIONS DOCUMENT

Command: BSS (076)	Division: ASD	Chapter:
Inspected by:	and Julie Martin	Date: 4/7/2009

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Appeal Process: (Appeals shall be filed within five (5) business days of the	completed chapter inspection).
Appeal Process. (Appeals shall be filed within the (a) business any	
Commander's Basis for Appeal:	
Communication of Education 1977	
·	
Appeal Review/Decision: (This shall be the only level of appeal).	
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	110
Lead Inspector's Signature:	Date:
Ca. 1 Jally	4-24-09
Responding Commander's Signature (for appeal):	Date:

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STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

CHP 453A (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER	
BSS (076)	ASD		
EVALUATED BY		DATE	
Kathy Marshall a	nd Julie Martin	4/7/2009	

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION	SUSPENSE DATE		
✓ Formal Evaluation ☐ Informal Evaluation	COMMANDER'S REVIEW	DATE	
FOLLOW-UP REQUIRED Correction Report YES NO BY	24 anderso	4.6	94.09
1. MANAGEMENT FUNCTIONS	Yes No	ON REQUIRED CORRECTE	D
a. What functions of management were observed?	.f		
(1) Planning adequate?		√ Yes	☐ No
(2) Organization adequate?		√ Yes	☐ No
(3) Staffing adequate?		✓ Yes	☐ No
(4) Directing adequate?		✓ Yes	☐ No
(5) Controlling adequate?		✓ Yes	☐ No
(6) Delegating adequate?		✓ Yes	☐ No
2. ORGANIZATION	EVALUATED ACTION NO.	N REQUIRED CORRECTE	D
a. Current Organizational Chart?		√ Yes	☐ No
(1) Lines of authority, responsibility, and training?		√ Yes	□ No
b. How are personnel informed of commander's abser	nce? E-mail, phone call or voice mail.		
(1) Alternate assigned?		✓ Yes	□ No
(2) Division notified via comm-net?		✓ Yes	☐ No
c. Have collateral duties been assigned to supervisors	s?	✓ Yes	□ No
(1) Officers aware of assignments and/or changes	? N/A	Yes	☐ No
d. How was efficiency of the organization tested? N	vanagers often build a detailed work plan f	or assignments and include t	the
information on the Project Log. The Project L	og was reviewed and the projects are on tra	ick for completion by the du	e dates.
e. Is there an appropriate span of control?		✓ Yes	☐ No
3. JOB DESCRIPTIONS	Yes ACTIC Yes Yes	N REQUIRED CORRECTE	D
a. Local procedure for periodic review?		Yes	✓ No
(1) Date of last review update? Most were rev	viewed in August 2007 or later. Updated a	s positions vacate.	
b. Authority limits explained?		✓ Yes	☐ No
c. Written job descriptions for positions?		✓ Yes	☐ No

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

(2) Is there an agenda?				<u> </u>	
(1) Do meetings begin on time?				✓ Yes	No
a. Commander or facilitator/manager adequately prepared for meetings? (1) Description of the commander of facilitator (1) (2) (3) (4)				✓ Yes	□ No
AREA AND STAFF MEETINGS Yes		No		✓ Yes	No
EVALUATI	ED .	ACTION RE	QUIRED	CORRECTED	
f. Are photos on picture board current?	U-1114111.	_		✓ Yes	No
the commander. The commander receives information verbally and via					FI
(2) Weekly correspondence routed?e. How is the commander kept informed of daily events? The Chief and S	taff Services	Manager II	s are the main i		
				✓ Yes	No
d. Is the information system effective? (1) Are personnel aware of current projects?				✓ Yes	□ No
				✓ Yes	
				Yes	□ No
				✓ Yes	No
O I I I I I I I I I I I I I I I I I I I				✓ Yes	No
(7) Between uniformed/nonuniformed employees?(8) Suggestions for improvement made/tested?				✓ Yes	□ No
(6) Officers to commander through chain of command?				Yes	No
(5) Officers to supervisors?	-15			Yes	□ No
(4) Supervisors to officers?				Yes	☐ No
(3) Supervisors to commander?	-		:	Yes	□ No
(2) Commander to officers through lieutenants/sergeants?				✓ Yes	□ No
(1) Commander to supervisors?				Yes	No
b. Good up and down flow of information within Area?				✓ Yes	 ☐ No
	tiucks. Cong	graturatory c	tocuments are p	✓ Yes	□ No
(2) How does the commander inform personnel of their contributions an employee, and through announcements at informal events, such as po					
(1) Does the commander use both formal and informal channels?(2) How does the commander inform personnel of their contributions an	d/or accompli	chments?	In mostings, ve		
as through informal and formal meetings.				✓ Yes	□ No
a. Commander's methods to disseminate and receive information? E-mail	groups are us	seu nequen	ily to dissemina	TIC IIIOIIII	
COMMUNICATIONS Yes		No No	ly to diagonine	to informe	ation as
(2) Has cross training been conducted? Refer to Exception (EVALUATION OF THE PROPERTY OF THE P	otions	ACTION RE	ment.	CORRECTE	
Most were updated in August 2007 or later, but a few were dated 20			- 1-	Yes	✓ No
			TOT AIT DOD CIT	iproyees w	01010110
(1) Where are job descriptions kept? In binders near the commander's	office Tob o	lescriptions	for all BSS em	plovees w	ere revies

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

HP	455A (Rev. 5-06) Of 1 005		
b.	How often are Area meetings held? Quarterly for all staff; bimonthly for supervisors and managers.		
	(1) Who coordinates agenda? Section Administrative Assistant		
	(2) Who takes minutes? Not done anymore. However, action items are added to the project log and super	visors brief abs	entees.
	(3) Is action taken, with subsequent follow-up?	√ Yes	☐ No
c.	Are successive meetings held?	✓ Yes	☐ No
d.	Are Top Management minutes discussed?	✓ Yes	☐ No
	(1) Does commander support departmental programs?	✓ Yes	☐ No
	(2) Do employees understand information disseminated?	✓ Yes	□ No
e.	Are special interest programs planned?	✓ Yes	☐ No
f.	Are schedules arranged for maximum attendance?		□ No
-	(1) Is information conveyed to absent members?	✓ Yes	☐ No
g.	What is the frequency of staff meetings? Quarterly for all staff; bimonthly for supervisors and managers.		
	(1) Agendas distributed prior to meetings?	✓ Yes	☐ No
_	(2) Who attends? Quarterly meetings - all employees; bimonthly meetings - commander, managers, supe	rvisors.	
-			
	(3) Action taken, with subsequent follow-up?	✓ Yes	☐ No
h	. Are sergeants-only meetings held? \mathcal{N}/\mathcal{P}	Yes	✓ No
	What is the frequency of nonuniformed meetings? Quarterly for all staff; bimonthly for supervisors and man	lagers.	
-	(1) Who schedules these meetings? Section Administrative Assistant		
-	(2) What is the commander's role? Quarterly: Starts meeting, has question and answer session regarding in	mportant topics,	discusses
	safety information. Supervisor/manager meetings: Leads meeting, presents items of importance from Di	ivision or Top M	[anagemer
_	discusses action items, and chairs a round table of information sharing.		
-	(3) Action taken, with subsequent follow-up?	✓ Yes	☐ No
101	EVALUATED ACTION REQUIRED	CORRECTED	
DIE		✓ Yes	N₀
а	The state of the s	✓ Yes	□No
b	EVALUATED ACTION REQUIRED	CORRECTED	
C	COLLECTIVE BARGAINING Yes No	[7] Yes	☐ No
а	. Does the commander comply with Contract Interpretations (CI)?	✓ Yes	
	(1) Does a library copy of all Cls exist?	✓ Yes	□ No
	(2) Employee groups notified prior to changing policy?	✓ Yes	☐ No
	(3) Employee contract training for nonuniformed supervisors?	✓ Yes	☐ No
	(o) Linking of this was		

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

AREA	DIVISION	NUMBER
HRS (077)	ASD	
EVALUATED BY		DATE
Sandra Bradley and Julie Martin		4/8/2009

CHP 453A (Rev. 5-06) OPI 009

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION Formal Evaluation		formal Evaluation	SUSPENSE DATE			
FOLLOW-UP REQUIRED YES NO		Correction Report	COMMANDER'S REVIE	eaney	DATE D4/	28/09
1. MANAGEMENT	UNCTIONS		Yes	No No	CORRECTE	D /
a. What functions of	managemer	nt were observed?				
(1) Planning	adequate?	5			✓ Yes	□No
(2) Organiza	ion adequate	∍?		×	✓ Yes	☐ No
(3) Staffing a	dequate?				✓ Yes	□ No
(4) Directing	adequate?				✓ Yes	□ No
(5) Controllir	g adequate?				✓ Yes	☐ No
(6) Delegatir	g adequate?				✓ Yes	□ No
2. ORGANIZATION			EVALUATED Yes	ACTION REQUIRED	CORRECTED	D
a. Current Orgar	izational Cha	art?	*		✓ Yes	⊡ No
(1) Lines of a	uthority, resp	oonsibility, and training?			✓ Yes	☐ No
b. How are perso	nnel informe	d of commander's absence?	Verbally or through e-r	nail. Also noted on electro	nic calendar.	
(1) Alternate	assigned?				✓ Yes	☐ No
(2) Division n	otified via con	nm-net?			✓ Yes	□ No
c. Have collatera	duties been	assigned to supervisors?				☐ No
(1) Officers a	vare of assign	nments and/or changes? N	/A		Yes	☐ No
d. How was effic	ency of the or	rganization tested? Review	of project log, duty state	ments, organization chart.	New hires ar	e assigned a
mentor. T	he Administr	rative Assistant maintains proj	ect log, follows up with	staff for progress, and upda	ites log accord	dingly.
e. Is there an app	ropriate spar	n of control?			✓ Yes	□ No
3. JOB DESCRIPTION)NS		evaluated Yes	No No	CORRECTED	
a. Local procedu	e for periodic	review?		1/2=11-0-11	✓ Yes	☐ No
(1) Date of la	t review upda	ate? Normally reviewed	at the time of refill, but a	lso updated when changes	to duties occu	ır _s
b. Authority limits	explained?				✓ Yes	☐ No
c. Written job des	criptions for p	positions?			✓ Yes	☐ No

AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

	(1) Where are job	descriptions kep	t? In the HRS electroni	ic file directory as w	ell as in a binder kept in the	e commander's	office.
			4.40			✓ Yes	∏No
Em Io	(2) Has cross trai	ning been condu	oted /	EVALUATED	ACTION REQUIRED	CORRECTE	
16.0	COMMUNICATIONS			Yes	No		
2	a. Commander's met	thods to dissemin	ate and receive information	on? Through verba	l communications, e-mails,	during comma	ander's daily
	stand-up meetings	and staff meetin	gs. Additionally, the con	nmander has an oper	n door policy.		
	, ,		formal and informal chan			✓ Yes	☐ No
	(2) How does the	commander info	m personnel of their cont	tributions and/or acc	omplishments? Verbally to	the employee	and/or
	employee's su	pervisor and thro	ugh e-mail.				
t	o. Good up and dow	n flow of informati	on within Area?			√ Yes	☐ No
	(1) Commander to	o supervisors?				✓ Yes	☐ No
	(2) Commander to	o officers through	lieutenants/sergeants?	NA		Yes	☐ No
	(3) Supervisors to	commander?				✓ Yes	☐ No
	(4) Supervisors to	officers?	N/A	0		Yes	☐ No
	(5) Officers to sup	pervisors?	WIA			Yes	☐ No
	(6) Officers to cor	mmander through)/A		_ Yes	☐ No
	(7) Between unifo	rmed/nonuniform	ed employees? N/F	7		Yes	☐ No
	(8) Suggestions for	or improvement n	nade/tested?			✓ Yes	☐ No
C	c. Commander and s	upervisors availa	ble for counseling?			✓ Yes	□ No
	(1) Commander a	ttend briefings?				✓ Yes	□ No
	(2) Lieutenant atte	end briefings?	NIA			Yes	☐ No
d	I. Is the information s	system effective?		2		✓ Yes	☐ No
	(1) Are personnel	aware of current	projects?			✓ Yes	□No
	(2) Weekly corres	pondence routed	?			✓ Yes	□No
Э	e. How is the comma	nder kept informe	ed of daily events? Thro	ough e-mails and Co	mm-Nets, verbally at the d	aily stand-up r	neeting with
	managers and supe	ervisors where co	ncerns and issues are dis-	cussed.			
f.	. Are photos on pictu	re board current?				Yes	✓ No
5. <i>F</i>	AREA AND STAFF M	EETINGS		evaluated Yes	ACTION REQUIRED	CORRECTE	D
а	a. Commander or fac	ilitator/manager a	dequately prepared for m	neetings?		√ Yes	☐ No
	(1) Do meetings b	pegin on time?				✓ Yes	☐ No
	(2) Is there an age	enda?				✓ Yes	☐ No

AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

CHP 453A (Rev. 5-06) OPI 009

0111	1007 (110110 00) 21 1111				
E	o. How often are Area meetings held? Daily stand-up meeting for	r managers/super	visors. Unit meetings occur	about once a r	nonth.
	(1) Who coordinates agenda? Administrative Assistant				
	(2) Who takes minutes? Office Technician or Administrative	Assistant			_
	(3) Is action taken, with subsequent follow-up?			✓ Yes	No
	Are successive meetings held?			√ Yes	□ No
C	d. Are Top Management minutes discussed?			✓ Yes	No
	(1) Does commander support departmental programs?		P	✓ Yes	☐ No
	(2) Do employees understand information disseminated?			✓ Yes	No
	e. Are special interest programs planned?			✓ Yes	□ No
f	Are schedules arranged for maximum attendance?			✓ Yes	□No
	(1) Is information conveyed to absent members?			✓ Yes	No
	. What is the frequency of staff meetings? Daily for managers/st	upervisors. At lea	ast once a month for other sec	ction employee	es.
_	(1) Agendas distributed prior to meetings?			✓ Yes	□ No
	(2) Who attends? All HRS staff are included in meetings, but	t they normally a	ttend their appropriate unit n	neeting, i.e., T	ransactions,
-	Classification and Hiring, Examinations, Clerical, etc.				
	(3) Action taken, with subsequent follow-up?			√ Yes	☐ No
—— h	. Are sergeants-only meetings held? ν/μ			Yes	☐ No
j,	What is the frequency of nonuniformed meetings? Varies but ty	pically once a mo	onth.		
	(1) Who schedules these meetings? Unit managers.				
	(2) What is the commander's role? Commander is made awar	e of the meetings	and tries to attend as many a	s possible to p	rovide
	information to staff and/or answer questions posed by the sta	aff.			
	(3) Action taken, with subsequent follow-up?			✓ Yes	☐ No
6. N	MANAGEMENT OF TIME	Yes Yes	ACTION REQUIRED No	CORRECTED	
а	. Is time spent on activities proportionate to importance?			✓ Yes	☐ No
b	. Commander/lieutenant/sergeants available other than business	hours?		✓ Yes	☐ No
7. C	OLLECTIVE BARGAINING	Yes Yes	NO REQUIRED	CORRECTED)
а	Does the commander comply with Contract Interpretations (CI)?			✓ Yes	☐ No
_	(1) Does a library copy of all Cls exist?			Yes	☐ No
	(2) Employee groups notified prior to changing policy?			✓ Yes	☐ No
	(3) Employee contract training for nonuniformed supervisors?			✓ Yes	□No
	(4) Managers/supervisors understand grievance/complaint production	cedures?		✓ Yes	☐ No

Destroy Previous Editions

COMMAND INSPECTION PROGRAM

EXCEPTIONS	DOCUMENT

Command: HRS (077)	Division: ASD	Chapter:			
Inspected by:	and Julie Martin	Date: 4/8/2009			

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required.

additional space is required.					
TYPE OF INSPECTION		Corrective Action Plan Included			
☐ Division Level ☐ Command Level		☐ Appeal Included			
☐ Executive Office Level					
Follow-up Required:	Forward to:	Commander's Signature:	Date:		
☐ Yes	Due Date:	Glipen (am us)	04/28/159		
Chapter Inspection:					
Inspector's Comments Rega	rding Innovative Practice	es:			

The Human Resources Section (HRS) commander has a brief stand-up meeting every morning with all section managers, as well as the section administrative assistant and secretary.

Command Suggestions for Statewide Improvement:

Stand-up meetings – Brief stand-up meetings, approximately 15 minutes in length, are a good means to connect with employees. If they occur regularly, it gives employees a means to interact with their coworkers and with their commander or supervisor to discuss items of importance that have recently occurred or that are anticipated to occur. This keeps employees updated on information relevant to their command and provides the opportunity for them to be involved in the processes.

Inspector's Findings:

This command inspection revealed that overall, the area administration of HRS is very good. Job descriptions and the organization chart were recently reviewed and revised. In an effort to determine if the section employees are aware of their responsibilities, various HRS staff were contacted and asked to provide a brief explanation of their job duties. The responses received closely matched their written job descriptions. The section staff rely heavily on a section project log that shows due dates to Division and the Assistant Commissioner, Staff's office; this ensures that projects stay on track and are completed in a timely manner. There is excellent communication among the staff and the commander through personal interaction and formal meetings which are held regularly for all section staff. With the recent reorganization and merger to Administrative Services Division, the picture board has become outdated. However, with the upcoming move, the picture board will not be maintained.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division;	Chapter:	
HRS (077)	ASD	1	
Inspected by: Sandra Bradle	ey and Julie Martin	Date: 4/8/2009	18

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O-managara Dac	nonco.
Commander's Res	DULISE.

In a further effort to ensure employees are aware of their duties, managers will be reviewing their duty statements with them during their annual performance evaluation meeting. Employees will also be provided a copy of their duty statement annually.

Inspector's Comments:

No further comments.

Required Action

Corrective Action Plan/Timeline

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
HRS (077)	ASD	1
Inspected by:	and Julie Martin	Date: 4/8/2009

Page 3

Appeal Process: (Appeals shall be filed within five (5) business days of the	completed chapter inspection).
Commander's Basis for Appeal:	
Commander o Basic for Appear	
Appeal Review/Decision: (This shall be the only level of appeal).	
*	
	8
	Date:
Lead Inspector's Signature:	Date: 4-28-09
Responding Commander's Signature (for appeal):	Date:

Memorandum

Date:

April 20, 2009

To:

Facilities Section

From:

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

Administrative Services Division

File No.:

70.A5031

Subject:

COMMAND INSPECTION - AREA ADMINISTRATION

The following information is provided in reference to the Command Inspection Program, Exceptions Document, concerning Area Administration.

Inspector's Findings:

Management Functions:

While Facilities Section is currently in the process of completing various projects and has some long range goals identified, the command inspection revealed that there are no real accountability measures utilized concerning the completion of the projects. The section does not use a project tracking log, but does keep track of due dates to the Assistant Commissioner, Staff, by monitoring that office's log. However, there are no section due dates applied to projects and no checklists, status boards or other tracking system is utilized. It is recommended that Facilities Section develop and maintain an automated project tracking system, such as a facilities maintenance database program, that all section employees can utilize to keep track of their projects and ensure they are meeting the goals/timetables set up for the projects.

Facilities Section should review the duties and responsibilities of the clerical staff. The section either does not utilize their existing clerical staff effectively or does not have adequate clerical staffing. The section analysts, who are often out of the office at various field commands, spend an inordinate amount of time trying to locate required paperwork for their projects. The section does not have an organized filing system which makes it especially difficult to locate historical files and documents that are necessary for the analysts to complete their projects. Clerical staff could be utilized to take some of this burden off of the analysts, thereby making the analysts' use of time more effective.

Facilities Section Page 2 April 20, 2009

Organization:

To improve the efficiency of the section, a section tracking system should be utilized to control the projects and clerical staff should develop and maintain a filing system that would assist the section's commander, managers and analysts.

The section's current organization chart was reviewed and adequately displays the lines of authority and responsibility. Section staff are always aware of the commander's whereabouts through the use of a sign-in board and travel itinerary.

Job Descriptions:

Job descriptions are normally reviewed only when vacancies are being filled. It is recommended that Facilities Section determine a procedure whereby the job descriptions are reviewed and updated periodically, perhaps annually at the time of employees' performance evaluations.

Section employees seem to know their duties and responsibilities. As part of the command inspection, some of the employees were asked to provide a brief explanation of their job duties and they were able to articulate them well.

The command ensures that all job descriptions are kept in the electronic files and that employees are cross-trained.

Communications:

The command inspection revealed that there is excellent verbal communication in the Facilities Section. The commander interacts frequently with the staff, always checking in to determine how they are doing. All staff utilize a sign-in board and itinerary so other staff members know their whereabouts. The commander encourages an open door policy.

Staff Meetings:

Regular staff meetings are held monthly (first Tuesday of the month) and employees are required to keep their calendars open so they can attend these meetings. There is good reciprocal sharing of information.

Facilities Section Page 3 April 20, 2009

Management of Time:

The time spent on activities is not proportional to the importance of the activities. As indicated previously, the analytical staff, in addition to traveling extensively, spend unnecessary time trying to locate required paperwork for their projects. This is something that could be alleviated through the use of clerical staff.

Collective Bargaining:

There is no library hard copy of the bargaining unit contracts; however, they are obtainable online. The commander and managers comply with the terms of the contracts.

In conclusion, the Facilities Section should develop a project tracking system with section due dates to keep abreast of the status of the various projects and the timelines for completion of the projects. Additionally, a procedure should be developed to ensure job descriptions are updated periodically, not only when positions vacate. Lastly, more effective use of existing clerical staff or more clerical staff would be helpful to the analysts in keeping track of their paperwork for ongoing projects.

C. A. WALKER

Ca. Walke

Assistant Chief

COMMAND INSPECTION PROGRAM FXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
Facilities (078)	ASD	1
Inspected by: Sandra Bradley/	Kathy Marshall	Date: 4/1/2009

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required.

additional space is required.			
TYPE OF INSPECTION		○ Corrective Action Plan Included	
☐ Division Level ☒ Comm	and Level	☐ Appeal Included	
☐ Executive Office Level			
Follow-up Required:	Forward to:	Commander's Signature:	Date:
⊠ Yes ☐ No	Due Date:	Qued Hojo Go	4 30 109
Chapter Inspection:			
Inspector's Comments R	egarding Innovative P	ractices:	

In acquiring the facility-related responsibilities for inspection facilities and platform scales from the Commercial Vehicle Section, Facilities Section can now incorporate those projects with other facility-related projects, thereby improving consistency and project projections for routine maintenance and repair services.

Facilities Section now has the ability to issue their own X-numbers for facility-related projects rather than going through Business Services Section for the X-numbers. This has streamlined the process as well as allowed Facilities Section to project services into future year contracts.

Command Suggestions for Statewide Improvement:

Facilities Section (FS) will continue to work with the inspection facilities (IF) and field commands to improve upon both the contract and X-number processes. FS is currently evaluating existing contracts for both performance and cost benefit. FS will be facilitating additional training for all IF commanders regarding contract management and the X-number process in order to streamline the existing practices utilized in the completion of repair projects and payment of vendors. These efforts will enhance the overall efficiency of the current process.

Inspector's Findings:

Refer to attached memorandum.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
Facilities (078)	ASD	1
Inspected by:	/Kathy Marshall	Date: 4/1/2009

Page 2

Management Functions: Facilities Section (FS) does utilize a Special Repair Project database utilized by the analysts to track what phase of the project they are in. This database is still in the implementation phase and was developed by Administrative Services Division in 2007 for this specific purpose. Traditional due dates are not used for our construction projects due to the many phases the project goes through for completion. Each phase is tracked on the database so anticipated completion dates can be identified and scheduling for additional phases can be completed.

FS concurs with audit findings regarding the need for additional clerical staff for support of our analysts; however, we recognize the difficulty in obtaining these additional positions and have elected to crosstrain our support staff to assist with heavy workload. FS is still working on an internal reorganization and attempting to fill vacant positions to take on the additional work and responsibilities noted in the audit.

Management of Time: FS continues to evaluate current processes utilized by our analysts in both contracting and the X-number process. Thus far we have implemented processes to streamline the Xnumber, maintenance and special repair contract process. Position upgrades have been completed and filled to address the need for additional support in these tasks. Automation enhancements are also underway to assist with documents needed daily by analysts which currently are available only through hard copy and traditional filing methods.

Inspector's Comments:

The FS Commander has sufficiently explained why the use of traditional due dates for the construction projects is not feasible. Since the command does note all phases of the projects in a database, there is action being taken to monitor the completion of the projects. Therefore, no action is required at this time regarding further use of a project tracking log.

The commander's intention to cross-train the existing clerical staff to assist the analysts will greatly benefit the staff and allow for better use of their time. FS should ensure that the job descriptions for these positions are updated to reflect any changes.

Required Action

Corrective Action Plan/Timeline

Job descriptions for all FS positions should be reviewed and updated, if necessary, by July 1, 2009.

Clerical staff should be cross-trained and provided additional duties to assist the section's analysts by November 1, 2009. This may require changes to the job descriptions of the clerical staff and, if so, those changes should be incorporated into the job descriptions by November 1, 2009.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command: Facilities (078)	Division: ASD	Chapter:
Inspected by:	/Kathy Marshall	Date: 4/1/2009

Page 3	Sandra Bradley/Kathy Marshall 4/1/2009
Appeal Process: (Appeals shall be filed within five (5)	5) business days of the completed chapter inspection).
Commander's Basis for Appeal:	
	if .
Appeal Review/Decision: (This shall be the only lev	evel of appeal).
Appear Notice	
9	
26.	
	Date:
Lead Inspector's Signature:	4-30-09
Responding Commander's Signature (for appeal):	Date:

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
AREA ADMINISTRATION
CHP 453A (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER	_
Facilities (078)	ASD		
EVALUATED BY		DATE	
Sandra Bradley and	Kathy Marshall	04/01/2009	

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION		14	SUSPENSE DATE			
√ Formal Eval		mal Evaluation	COMMANDER'S REVIEW		DATE , /	
FOLLOW-UP REQUIR] NO	Correction Report	dusa Ko	so for	4/3	409
a philipping and		D1	EVALUATED	ACTION REQUIRED	CORRECTED	
1. MANAGEN	ENT FUNCTIONS		Yes	Yes		
a. What funct	ions of management	were observed?				
(1) Pla	nning adequate?				Yes	✓ No
(2) Org	ganization adequate?				√ Yes	☐ No
(3) Sta	iffing adequate?	Discussed in Ex	centions Do	cument.	Yes	☑ No
(4) Dir	ecting adequate?	7100003.3001 121 122			√ Yes	☐ No
(5) Co	ntrolling adequate?				✓ Yes	□ No
	legating adequate?				✓ Yes	☐ No
2. ORGANIZA	A CHARLES BEING CO.		EVALUATED	ACTION REQUIRED Yes	CORRECTED	
经证据的证据	THE REPORT OF THE PARTY OF THE		Yes	100	✓ Yes	☐ No
	Organizational Chart				✓ Yes	☐ No
		nsibility, and training?	in board, travel itinerary	e-mail, verbal commu	nication	
		of commander's absence? Sign	-III board, traver remerally	, • • • • • • • • • • • • • • • • • • •	✓ Yes	
	ernate assigned?				✓ Yes	 ☐ No
	ision notified via com				✓ Yes	 ☐ No
		ssigned to supervisors?			Yes	
(1) Off	icers aware of assign	ments and/or changes? W/IA				
d, How wa	as efficiency of the org		termined there is no proje			
che	cklists, status boards	, etc., to keep track of projects. Co	ommander verbally comm	nunicates with staff regar		
e. Is there	an appropriate span	of control?		Terreson and the second	✓ Yes	No No
3. JOB DESC	RIPTIONS		Yes	ACTION REQUIRED Yes	CORRECTED	<u>'</u>
	rocedure for periodic	review?	(A)		Yes	✓ No
	te of last review upda		e of a new hire.	9		
	ty limits explained?				√ Yes	□ No
	job descriptions for p	ositions?			√ Yes	☐ No
G. VVIILLEN	Jon descriptions for b					

TATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

(1) Where are job descriptions kept? In Facilities Section electronic files.		
Live has conducted?	✓ Yes	□ No
(2) Has cross training been conducted? EVALUATED ACTION REQUIR ONLY TONS Ves. No.	CORRECTED	
COMMUNICATIONS Yes No Commander's methods to disseminate and receive information? Through routine e-mails, monthly s	taff meetings, impron	ıptu
meetings, word of mouth, open door policy.		☐ No
(1) Does the commander use both formal and informal channels?(2) How does the commander inform personnel of their contributions and/or accomplishments? Three	ough e-mails, provides	positive
verbal feedback to staff members, shares kudos at staff meetings.		□No
b. Good up and down flow of information within Area?	✓ Yes	☐ No
(1) Commander to supervisors? (2) Commander to officers through lieutenants/sergeants?	Yes	☐ No
(2) Continuated to chieses a season	✓ Yes	☐ No
(3) Supervisors to commander?	Yes	No
(4) Supervisors to officers?	Yes	☐ No
(5) Officers to supervisors?	Yes	☐ No
(6) Officers to commander through chain of command? N/M	✓ Yes	☐ No
(7) Between uniformed/nonuniformed employees?	√ Yes	No
(8) Suggestions for improvement made/tested?	✓ Yes	☐ No
c. Commander and supervisors available for counseling?	 ✓ Yes	□ No
(1) Commander attend briefings?	Yes	□ No
(2) Lieutenant attend briefings? \mathcal{V}/\mathcal{A}	✓ Yes	 No
d. Is the information system effective?	✓ Yes	 No
(1) Are personnel aware of current projects?	✓ Yes	No
(2) Weekly correspondence routed?		
e. How is the commander kept informed of daily events? Through travel itinerary and impromptu dis	scussions. Command	CI aivays
"What's going on today?" Good reciprocal sharing of information verbally and via e-mail.	 ✓ Yes	☐ No
f. Are photos on picture board current? EVALUATED ACTION REQU		
AREA AND STAFF MEETINGS Yes No		
Commander or facilitator/manager adequately prepared for meetings?	✓ Yes	□ No
(1) Do meetings begin on time?	✓ Yes	□ No
(2) Is there an agenda?	✓ Yes	☐ No

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DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

,			
CUD 4534	(Rev	5-06) OPI 00	9

453A (Rev. 5-06) OPI 009			
. How often are Area meetings held? Monthly with all staff. Periodically with	n managers.		
(1) Who coordinates agenda? Office Technician			
(2) Who takes minutes? Staff Services Analyst			
(3) Is action taken, with subsequent follow-up?			□ No
c. Are successive meetings held?		✓ Yes	□ No
d. Are Top Management minutes discussed?		✓ Yes	□ No
(1) Does commander support departmental programs?		✓ Yes	□ No
(2) Do employees understand information disseminated?		✓ Yes	□ No
Are special interest programs planned?		✓ Yes	□ No
. Are schedules arranged for maximum attendance?		✓ Yes	□ No
(1) Is information conveyed to absent members?		✓ Yes	□ No
g. What is the frequency of staff meetings? Monthly (first Tuesday of the mo	nth)		
(4) Agandas distributed prior to meetings?		✓ Yes	☐ No
(2) Who attends? All staff members are required to attend. Staff is encou	araged to make themselves a	vailable and not to	schedule
appointments during this time. Any absences require an explanation to	the commander.		
(3) Action taken, with subsequent follow-up?		✓ Yes	☐ No
h. Are sergeants-only meetings held? \mathcal{N}/\mathcal{A}		Yes	<u></u> №o
What is the frequency of nonuniformed meetings? Monthly			
(1) Who schedules these meetings? Commander			
(2) What is the commander's role? Leads the meeting, provides information	on, answers questions.		
(2)			
(3) Action taken, with subsequent follow-up?		✓ Yes	□ No
EVALUATED	ACTION REQUIRED Yes	CORRECTE	D
MANAGEMENT OF TIME	103		
20 SOF PRODUCT STREET STREET STREET STREET STREET	165	Yes	√ No
a. Is time spent on activities proportionate to importance?	165	☐ Yes ✓ Yes	☑ No
a. Is time spent on activities proportionate to importance? b. Commander/lieutenant/sergeants available other than business hours? EVALUATED	ACTION REQUIRES	✓ Yes	□ No
a. Is time spent on activities proportionate to importance? b. Commander/lieutenant/sergeants available other than business hours? COLLECTIVE BARGAINING Yes		✓ Yes	□ No
 a. Is time spent on activities proportionate to importance? b. Commander/lieutenant/sergeants available other than business hours? COLLECTIVE BARGAINING A. Does the commander comply with Contract Interpretations (CI)? 	ACTION REQUIRES	✓ Yes CORRECTE ✓ Yes	□ No
 a. Is time spent on activities proportionate to importance? b. Commander/lieutenant/sergeants available other than business hours? COLLECTIVE BARGAINING A. Does the commander comply with Contract Interpretations (CI)? (1) Does a library copy of all CIs exist? 	ACTION REQUIRES	✓ Yes CORRECTE ✓ Yes ✓ Yes	No No
a. Is time spent on activities proportionate to importance? b. Commander/lieutenant/sergeants available other than business hours? COLLECTIVE BARGAINING A. Does the commander comply with Contract Interpretations (CI)?	ACTION REQUIRES	✓ Yes CORRECTE ✓ Yes ✓ Yes ✓ Yes	□ No □ No □ No □ No □ No
 a. Is time spent on activities proportionate to importance? b. Commander/lieutenant/sergeants available other than business hours? COLLECTIVE BARGAINING A. Does the commander comply with Contract Interpretations (CI)? (1) Does a library copy of all CIs exist? 	ACTION REQUIRES	✓ Yes CORRECTE ✓ Yes ✓ Yes	□ No □ No □ No □ No

COMMAND INSPECTION PROGRAM

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Division:	Chapter:	
ASD	1	
FMS (071) ASD Inspected by:		
Caryn Argenio/Rosemary Sidley		
	ASD	ASD I Date:

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required. Corrective Action Plan Included TYPE OF INSPECTION ☐ Division Level ☐ Command Level Appeal Included Executive Office Level ☐ Attachments Included Date: Commander's Signature: Forward to: Follow-up Required: 4/21/19 Man Darks ⊠ No ☐ Yes Due Date: Chapter Inspection: Inspector's Comments Regarding Innovative Practices:

Fiscal Management Section (FMS) worked with Information Technology Section and Human Resources Section (HRS), Personnel Transactions Unit (PTU) to automate and streamline departmental account receivable tracking. ITS developed the Employee Payroll Advance Recovery System (EPARS) that is utilized by FMS and PTU staff to efficiently track and collect on account receivable accounts.

Command Suggestions for Statewide Improvement:

FMS implemented quarterly reporting on Driving Under the Influence cost recovery, witness fee deposits, and invoices to enable commands to more effectively track submission and timely collection on invoices. FMS implemented a vendor pre-payment program for arrest logs to enable vendors to order multiple arrest logs from multiple areas without individual payments being sent to each Area office.

Inspector's Findings:

This command inspection revealed that FMS is operating effectively with respect to Area Administration. Job descriptions are current and reviewed annually, and cross-training within the section has been completed. The dissemination and receipt of information and communication throughout the section is very good. A variety of resources are utilized by the commander to ensure that all employees are made aware of vital information pertinent to their daily operations as well as the Department. Regular staff meetings are held, organized with an agenda, and follow-up meetings to resolve issues are encouraged as necessary. The commander ensures all managers and supervisors are aware of assignments within their scope of responsibility as well as scheduled timelines of all major projects to ensure deadlines are met. FMS managers and supervisors are knowledgeable regarding the appropriate employee bargaining units and know where to access the contracts. Management supports an open door policy to resolve problems in a timely manner.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
FMS (071)	ASD	1
Inspected by: Caryn Argenio	/Rosemary Sidley	Date: 4/1/2009

Page 2

Commander's Response:

No comments necessary.

Inspector's Comments:

No additional comments.

Required Action

Corrective Action Plan/Timeline

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:	
FMS (071)	ASD	1	
Inspected by:	Rosemary Sidley	Date: 4/1/2009	

Page 3

Appeal Process: (Appeals shall be filed within five (5) business days of the	completed chapter inspection).
Commander's Basis for Appeal:	The state of the s
Communication Basic 1811 Fp.	3
	•.
Appeal Review/Decision: (This shall be the only level of appeal).	
	12
38. ⊛	
Lead Inspector's Signature:	Date:
Can 1) al de-	4-24-09
Responding Commander's Signature (for appeal):	Date:

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

CHP 453A (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
FMS (071)	ASD	
EVALUATED BY		DATE
Rosemary Sidley	and Caryn Argenio	4/1/2009

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION ☑ Formal Evaluation [] Informal Evaluation	SUSPENSE DATE			
FOLLOW-UP REQUIRED	☐ Correction Report	GRAN PA		DATE 4/2	21/09
1. MANAGEMENT FUNCTIO	NS	evaluated Yes	ACTION REQUIRED NO	CORRECTE	D
a. What functions of manage	ment were observed?				
(1) Planning adequate	?			✓ Yes	☐ No
(2) Organization adeq	uate?			✓ Yes	☐ No
(3) Staffing adequate?				✓ Yes	☐ No
(4) Directing adequate	?			✓ Yes	☐ No
(5) Controlling adequa	te?			√ Yes	☐ No
(6) Delegating adequa	te?			√ Yes	☐ No
. ORGANIZATION		EVALUATED Yes	ACTION REQUIRED No	CORRECTE	D
a. Current Organizational	Chart?			√ Yes	☐ No
(1) Lines of authority, (esponsibility, and training?			√ Yes	□ No
b. How are personnel infor	med of commander's absence?	Via e-mail to all staff a	and Division.	1	
(1) Alternate assigned?	,	Ψ		✓ Yes	□ No
(2) Division notified via	comm-net?			✓ Yes	□ No
c. Have collateral duties be	een assigned to supervisors?			✓ Yes	□ No
(1) Officers aware of as	ssignments and/or changes? $$	19		Yes	☐ No
d. How was efficiency of th	e organization tested? Completi	on of Year End Plan.	Proper chain of command	review and app	proval was
demonstrated as we	ll as the dissemination of timelines	to complete the projec	ts.		
e. Is there an appropriate s	span of control?	van II. aan		✓ Yes	□ No
JOB DESCRIPTIONS		Yes	No No	CORRECTED)
a. Local procedure for period	odic review?			✓ Yes	☐ No
(1) Date of last review to	update? Annually, in October.	Also reviewed and up	odated when a vacancy occ	urs.	
b. Authority limits explained	i?			✓ Yes	□ No
c. Written job descriptions	for positions?			✓ Yes	□ No

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

	(1) Where are job descriptions kept? In the section's files by 1	the clerical support sta	ff, as well as electronic co	pies.	
-	er en				
	(2) Has cross training been conducted?			✓ Yes	☐ No
4. 0	COMMUNICATIONS	Yes	No REQUIRED	CORRECTE	D
a	a. Commander's methods to disseminate and receive information?	Departmental Comm	n-Net messages, staff mee	tings, secti	on bulletin
	boards, through manager/supervisor meetings with staff.				
	(1) Does the commander use both formal and informal channels	s?		✓ Yes	☐ No
	(2) How does the commander inform personnel of their contribu	itions and/or accompli	shments? In person by pe	rsonally th	anking them;
	through e-mail so copies can be made and placed in field fold	ders; performance eval	uations; Commendable Fo	rm 2s.	
b	o. Good up and down flow of information within Area?			✓ Yes	☐ No
	(1) Commander to supervisors?			✓ Yes	☐ No
	(2) Commander to officers through lieutenants/sergeants? \mathcal{N}	114		☐ Yes	□No
	(3) Supervisors to commander?			✓ Yes	□No
	(4) Supervisors to officers?			Yes	□ No
	(5) Officers to supervisors?			☐ Yes	□No
	(6) Officers to commander through chain of command?	119		Yes	☐ No
	(7) Between uniformed/nonuniformed employees?			☐ Yes	□No
	(8) Suggestions for improvement made/tested?			✓ Yes	□ No
С	. Commander and supervisors available for counseling?			✓ Yes	□ No
	(1) Commander attend briefings?			✓ Yes	□No
	(2) Lieutenant attend briefings?			☐ Yes	□ No
d	. Is the information system effective?			✓ Yes	□No
	(1) Are personnel aware of current projects?			✓ Yes	□ No
	(2) Weekly correspondence routed?			✓ Yes	□ No
e.	. How is the commander kept informed of daily events? Departm	nental Comm-Nets, ac	cess to news clips via the	computer,	e-mails.
f.	Are photos on picture board current?			✓ Yes	☐ No
5. A	REA AND STAFF MEETINGS	Yes Yes	No No	CORRECTE	
a.	. Commander or facilitator/manager adequately prepared for meet	ings?		✓ Yes	□ No
	(1) Do meetings begin on time?			✓ Yes	□ No
	(2) Is there an agenda?			✓ Yes	□ No

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

_					
	o. How often are Area meetings held? Every other month, unl	less need dictates soc	ner.		
	(1) Who coordinates agenda? FMS Commander				
===	(2) Who takes minutes? No minutes are taken.				
	(3) Is action taken, with subsequent follow-up?			√ Yes	☐ No
(. Are successive meetings held?			✓ Yes	☐ No
(I. Are Top Management minutes discussed?			✓ Yes	☐ No
	(1) Does commander support departmental programs?			√ Yes	☐ No
	(2) Do employees understand information disseminated?			✓ Yes	□No
	. Are special interest programs planned?			√ Yes	☐ No
f	Are schedules arranged for maximum attendance?			✓ Yes	□No
	(1) Is information conveyed to absent members?			✓ Yes	☐ No
g	. What is the frequency of staff meetings? Every other month	h, unless need dictate	s sooner.		
	(1) Agendas distributed prior to meetings?			✓ Yes	☐ No
	(2) Who attends? All staff. Meetings are scheduled so the	e majority of staff ca	n attend. Manager/supervis	or meetings o	ccur at the
	same frequency, and prior to the section staff meetings.				
	(3) Action taken, with subsequent follow-up?			✓ Yes	☐ No
h	Are sergeants-only meetings held?			Yes	☐ No
i,	What is the frequency of nonuniformed meetings? Every of	her month, unless nee	d dictates sooner.		
	(1) Who schedules these meetings? FMS Commander				
	(2) What is the commander's role? To facilitate the meeting	ng, answer questions,	and create the agenda.		
-	(3) Action taken, with subsequent follow-up?			✓ Yes	□No
6. N	ANAGEMENT OF TIME	EVALUATED Yes	ACTION REQUIRED No	CORRECTED	
a	Is time spent on activities proportionate to importance?		· · · · · · · · · · · · · · · · · · ·	✓ Yes	□ No
—— b	Commander/lieutenant/sergeants available other than busine	ess hours?	d.	✓ Yes	☐ No
7. C	OLLECTIVE BARGAINING	Yes	ACTION REQUIRED	CORRECTED)
а	Does the commander comply with Contract Interpretations (C		140	✓ Yes	□ No □
			1.5-41	✓ Yes	□No
	The second secon			✓ Yes	No
	(2) Employee groups notified prior to changing policy?	2		✓ Yes	□ No
	(3) Employee contract training for nonuniformed supervisors				
_	(4) Managers/supervisors understand grievance/complaint p	orocedures?		✓ Yes	□ No

Memorandum

Date:

April 20, 2009

To:

Facilities Section

From:

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

Administrative Services Division

File No.:

70.A5031

Subject:

COMMAND INSPECTION - AREA ADMINISTRATION

The following information is provided in reference to the Command Inspection Program, Exceptions Document, concerning Area Administration.

Inspector's Findings:

Management Functions:

While Facilities Section is currently in the process of completing various projects and has some long range goals identified, the command inspection revealed that there are no real accountability measures utilized concerning the completion of the projects. The section does not use a project tracking log, but does keep track of due dates to the Assistant Commissioner, Staff, by monitoring that office's log. However, there are no section due dates applied to projects and no checklists, status boards or other tracking system is utilized. It is recommended that Facilities Section develop and maintain an automated project tracking system, such as a facilities maintenance database program, that all section employees can utilize to keep track of their projects and ensure they are meeting the goals/timetables set up for the projects.

Facilities Section should review the duties and responsibilities of the clerical staff. The section either does not utilize their existing clerical staff effectively or does not have adequate clerical staffing. The section analysts, who are often out of the office at various field commands, spend an inordinate amount of time trying to locate required paperwork for their projects. The section does not have an organized filing system which makes it especially difficult to locate historical files and documents that are necessary for the analysts to complete their projects. Clerical staff could be utilized to take some of this burden off of the analysts, thereby making the analysts' use of time more effective.

Facilities Section Page 2 April 20, 2009

Organization:

To improve the efficiency of the section, a section tracking system should be utilized to control the projects and clerical staff should develop and maintain a filing system that would assist the section's commander, managers and analysts.

The section's current organization chart was reviewed and adequately displays the lines of authority and responsibility. Section staff are always aware of the commander's whereabouts through the use of a sign-in board and travel itinerary.

Job Descriptions:

Job descriptions are normally reviewed only when vacancies are being filled. It is recommended that Facilities Section determine a procedure whereby the job descriptions are reviewed and updated periodically, perhaps annually at the time of employees' performance evaluations.

Section employees seem to know their duties and responsibilities. As part of the command inspection, some of the employees were asked to provide a brief explanation of their job duties and they were able to articulate them well.

The command ensures that all job descriptions are kept in the electronic files and that employees are cross-trained.

Communications:

The command inspection revealed that there is excellent verbal communication in the Facilities Section. The commander interacts frequently with the staff, always checking in to determine how they are doing. All staff utilize a sign-in board and itinerary so other staff members know their whereabouts. The commander encourages an open door policy.

Staff Meetings:

Regular staff meetings are held monthly (first Tuesday of the month) and employees are required to keep their calendars open so they can attend these meetings. There is good reciprocal sharing of information.

Facilities Section Page 3 April 20, 2009

Management of Time:

The time spent on activities is not proportional to the importance of the activities. As indicated previously, the analytical staff, in addition to traveling extensively, spend unnecessary time trying to locate required paperwork for their projects. This is something that could be alleviated through the use of clerical staff.

Collective Bargaining:

There is no library hard copy of the bargaining unit contracts; however, they are obtainable online. The commander and managers comply with the terms of the contracts.

In conclusion, the Facilities Section should develop a project tracking system with section due dates to keep abreast of the status of the various projects and the timelines for completion of the projects. Additionally, a procedure should be developed to ensure job descriptions are updated periodically, not only when positions vacate. Lastly, more effective use of existing clerical staff or more clerical staff would be helpful to the analysts in keeping track of their paperwork for ongoing projects.

C. A. WALKER

Ca. Walke

Assistant Chief

COMMAND INSPECTION PROGRAM

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Command:	Division:	Chapter:	
Facilities (078)	ASD	1	
Inspected by: Sandra Bradley	/Kathy Marshall	Date: 4/1/2009	

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required. TYPE OF INSPECTION Corrective Action Plan Included ☐ Division Level ☐ Command Level Appeal Included ☐ Executive Office Level Attachments Included Date: Commander's Signature: Forward to: Follow-up Required: X Yes □ No Due Date: Chapter Inspection: Inspector's Comments Regarding Innovative Practices: In acquiring the facility-related responsibilities for inspection facilities and platform scales from the Commercial Vehicle Section, Facilities Section can now incorporate those projects with other facilityrelated projects, thereby improving consistency and project projections for routine maintenance and repair services. Facilities Section now has the ability to issue their own X-numbers for facility-related projects rather than going through Business Services Section for the X-numbers. This has streamlined the process as well as allowed Facilities Section to project services into future year contracts. Command Suggestions for Statewide Improvement: Facilities Section (FS) will continue to work with the inspection facilities (IF) and field commands to improve upon both the contract and X-number processes. FS is currently evaluating existing contracts for both performance and cost benefit. FS will be facilitating additional training for all IF commanders

regarding contract management and the X-number process in order to streamline the existing practices utilized in the completion of repair projects and payment of vendors. These efforts will enhance the

Inspector's Findings:

Refer to attached memorandum.

overall efficiency of the current process.

COMMAND INSPECTION PROGRAM

FXCEPTIONS DOCUMENT

Command:	Division:	Chapter:	
Facilities (078)	ASD	1	
Inspected by: Sandra Bradley	'Kathy Marshall	Date: 4/1/2009	

Page 2

Commander's Response:

Management Functions: Facilities Section (FS) does utilize a Special Repair Project database utilized by the analysts to track what phase of the project they are in. This database is still in the implementation phase and was developed by Administrative Services Division in 2007 for this specific purpose. Traditional due dates are not used for our construction projects due to the many phases the project goes through for completion. Each phase is tracked on the database so anticipated completion dates can be identified and scheduling for additional phases can be completed.

FS concurs with audit findings regarding the need for additional clerical staff for support of our analysts; however, we recognize the difficulty in obtaining these additional positions and have elected to crosstrain our support staff to assist with heavy workload. FS is still working on an internal reorganization and attempting to fill vacant positions to take on the additional work and responsibilities noted in the audit.

Management of Time: FS continues to evaluate current processes utilized by our analysts in both contracting and the X-number process. Thus far we have implemented processes to streamline the X-number, maintenance and special repair contract process. Position upgrades have been completed and filled to address the need for additional support in these tasks. Automation enhancements are also underway to assist with documents needed daily by analysts which currently are available only through hard copy and traditional filing methods.

Inspector's Comments:

The FS Commander has sufficiently explained why the use of traditional due dates for the construction projects is not feasible. Since the command does note all phases of the projects in a database, there is action being taken to monitor the completion of the projects. Therefore, no action is required at this time regarding further use of a project tracking log.

The commander's intention to cross-train the existing clerical staff to assist the analysts will greatly benefit the staff and allow for better use of their time. FS should ensure that the job descriptions for these positions are updated to reflect any changes.

Required Action

Corrective Action Plan/Timeline

Job descriptions for all FS positions should be reviewed and updated, if necessary, by July 1, 2009.

Clerical staff should be cross-trained and provided additional duties to assist the section's analysts by November 1, 2009. This may require changes to the job descriptions of the clerical staff and, if so, those changes should be incorporated into the job descriptions by November 1, 2009.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command: Facilities (078)	Division: ASD	Chapter.	
Inspected by: Sandra Bradley	/Kathy Marshall	Date: 4/1/2009	

Page 3

Appeal Process: (Appeals shall be filed within five (5) business days of the	e completed chapter inspection).
Commander's Basis for Appeal:	
	8
	2
Appeal Review/Decision: (This shall be the only level of appeal).	
Appear Review/Decision. (This shall be the only level of appear).	
Lead Inspector's Signature:	Date:
Lead Inspector's Signature: C-Q. Walker Responding Commander's Signature (for appeal):	Date: 4-30-09 Date:

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION AREA ADMINISTRATION

CHP 453A (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER	
Facilities (078)	ASD		
EVALUATED BY		DATE	
Sandra Bradley and Kathy Marshall		04/01/2009	

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION SUSPENSE DATE Formal Evaluation Informal Evaluation		
FOLLOW-UP REQUIRED Correction Report BY Commander's Review Commander's Review Commander's Review BY		3409
1. MANAGEMENT FUNCTIONS EVALUATED Yes ACTION REQUIRED Yes	CORRECTE	D
a. What functions of management were observed?	-11	
(1) Planning adequate?	Yes	√ No
(2) Organization adequate?	✓ Yes	☐ No
(3) Staffing adequate?	Yes	✓ No
(4) Directing adequate?	✓ Yes	☐ No
(5) Controlling adequate?	✓ Yes	□ No
(6) Delegating adequate?	✓ Yes	☐ No
2. ORGANIZATION EVALUATED Yes Yes	CORRECTED)
a. Current Organizational Chart?	√ Yes	□ No
(1) Lines of authority, responsibility, and training?	✓ Yes	□No
b. How are personnel informed of commander's absence? Sign-in board, travel itinerary, e-mail, verbal commu	nication	
(1) Alternate assigned?	√ Yes	□ No
(2) Division notified via comm-net?	✓ Yes	☐ No
c. Have collateral duties been assigned to supervisors?	✓ Yes	□ No
(1) Officers aware of assignments and/or changes? $W/\iota A$	Yes	☐ No
d. How was efficiency of the organization tested? Inspectors determined there is no project tracking log (except	for AC, St	aff's),
checklists, status boards, etc., to keep track of projects. Commander verbally communicates with staff regar	rding proje	ect status.
e. Is there an appropriate span of control?	✓ Yes	□ No
3. JOB DESCRIPTIONS EVALUATED ACTION REQUIRED Yes Yes	CORRECTED)
a. Local procedure for periodic review?	Yes	√ No
(1) Date of last review update? Reviewed only at the time of a new hire.		
b. Authority limits explained?	✓ Yes	□ No
c. Written job descriptions for positions?	✓ Yes	□ No

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

(1)	Where are job descriptions kept? In Facilities Section elec	ctronic files.	8		
(2)	Has cross training been conducted?	.,,		✓ Yes	☐ No
4. COMN	IUNICATIONS	Yes	No REQUIRED	CORRECTED	
a. Co	mmander's methods to disseminate and receive information?	Through routine e-mai	ls, monthly staff meeting	gs, impron	ıptu
me	eetings, word of mouth, open door policy.				
(1)	Does the commander use both formal and informal channels	s?	×	✓ Yes	☐ No
(2)	How does the commander inform personnel of their contribu	tions and/or accomplish	ments? Through e-mail	s, provides	positive
	verbal feedback to staff members, shares kudos at staff meet	ings.			
b. Go	od up and down flow of information within Area?			✓ Yes	☐ No
(1)	Commander to supervisors?			✓ Yes	☐ No
(2)	Commander to officers through lieutenants/sergeants?)/IA		Yes	☐ No
(3)	Supervisors to commander?			✓ Yes	□ No
(4)	Supervisors to officers? ν/A			Yes	□ No
(5)	Officers to supervisors?			Yes	☐ No
(6)	Officers to commander through chain of command?	<i>A</i>		Yes	☐ No
(7)	Between uniformed/nonuniformed employees?			✓ Yes	□ No
(8)	Suggestions for improvement made/tested?			✓ Yes	□ No
c. Cor	nmander and supervisors available for counseling?			✓ Yes	□ No
(1)	Commander attend briefings?			✓ Yes	□ No
(2)	Lieutenant attend briefings?			Yes	☐ No
d. Is t	he information system effective?			✓ Yes	☐ No
(1)	Are personnel aware of current projects?			✓ Yes	□ No
(2)	Weekly correspondence routed?			✓ Yes	□ No
e. Hov	w is the commander kept informed of daily events? Through	ı travel itinerary and im	promptu discussions. Co	ommander	always asks,
"W	hat's going on today?" Good reciprocal sharing of information	on verbally and via e-ma	iil.		
f. Are	photos on picture board current?			✓ Yes	□ No
5. AREA	AND STAFF MEETINGS	EVALUATED Yes	ACTION REQUIRED No	CORRECTED	
a. Cor	nmander or facilitator/manager adequately prepared for meet	ings?		✓ Yes	☐ No
(1)	Do meetings begin on time?			✓ Yes	□No
(2)	Is there an agenda?			✓ Yes	□ No

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION CHP 453A (Rev. 5-06) OPI 009

b.	How often are Area meetings held? Monthly with all staff. Per	iodically with m	anagers.		
	(1) Who coordinates agenda? Office Technician			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
	(2) Who takes minutes? Staff Services Analyst				
	(3) Is action taken, with subsequent follow-up?		✓ Yes	□No	
C.	Are successive meetings held?			✓ Yes	□ No
d.	Are Top Management minutes discussed?			✓ Yes	□ No
	(1) Does commander support departmental programs?			✓ Yes	☐ No
	(2) Do employees understand information disseminated?				
e.	Are special interest programs planned?			✓ Yes	☐ No
f.	Are schedules arranged for maximum attendance?		277777	✓ Yes	☐ No
	(1) Is information conveyed to absent members?			✓ Yes	□ No
g.	What is the frequency of staff meetings? Monthly (first Tuesday	ay of the month)			9
	(1) Agendas distributed prior to meetings?				☐ No
	(2) Who attends? All staff members are required to attend. S	taff is encourage	ed to make themselves availa	ole and not to	schedule
	appointments during this time. Any absences require an ex	planation to the	commander.		
	(3) Action taken, with subsequent follow-up?			✓ Yes	☐ No
h.	Are sergeants-only meetings held? $$			Yes	☐ No
i. \	What is the frequency of nonuniformed meetings? Monthly				
	(1) Who schedules these meetings? Commander				
	(2) What is the commander's role? Leads the meeting, provide	es information, a	nswers questions.		
	(3) Action taken, with subsequent follow-up?			✓ Yes	□ No
6. MA	NAGEMENT OF TIME	Yes	Yes	CORRECTED	
a.	Is time spent on activities proportionate to importance?		1	Yes	✓ No
b.	Commander/lieutenant/sergeants available other than business l	nours?		✓ Yes	☐ No
7. CO	LECTIVE BARGAINING	Yes	No ACTION REQUIRED	CORRECTED	
a,	Does the commander comply with Contract Interpretations (CI)?		Poos	√ Yes	□ No
	Does a library copy of all CIs exist?			Yes	✓ No
				✓ Yes	☐ No
	Employee contract training for nonuniformed supervisors?			✓ Yes	□No
	Managers/supervisors understand grievance/complaint proc	edures?		√ Yes	□No
	(1) Managers caper ricero anteriorne green property				

COMMAND INSPECTION PROGRAM FXCEPTIONS DOCUMENT

Command: BSS (076)	Division: ASD	Chapter:	
Inspected by:		Date:	
Kathy Marshall and Julie Martin		4/7/2009	

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required. Corrective Action Plan Included TYPE OF INSPECTION ☐ Division Level ☐ Command Level ☐ Appeal Included ☐ Executive Office Level Attachments Included Commander's Signature: Date: Forward to: Follow-up Required: 27 anderson 4.24.09 ∏ No Due Date: Chapter Inspection: Mentage Int Alexander Inspector's Comments Regarding Innovative Practices:

The Business Services Section (BSS) commander sometimes allocates assignments that will help prepare staff for upward mobility opportunities, such as bill analysis or special writing assignments. The commander plans to introduce discussions about the Strategic Plan goals and objectives at quarterly staff meetings so staff understand how important their work is to overall departmental efficiency and effectiveness.

ass employees are located at different work sites (buildings); therefore, the commander has staff meetings at all of the different locations so employees do not always have to leave their work sites for meetings. Also, this gives the BSS employees an opportunity to visit their co-workers' offices.

Command Suggestions for Statewide Improvement:

No suggestions for statewide improvement were provided.

Inspector's Findings:

BSS is a nonuniformed command; therefore, several questions on the CHP 453A related to uniformed employees were not applicable to this section. This command inspection determined that the overall area administration of BSS is very good. Staff rely heavily on the Project Log to ensure accountability and timely completion of projects. The commander communicates well with the employees, both verbally and through e-mail, and maintains an open door policy. There are regular staff meetings where information is communicated to the staff and staff have the ability to ask questions or provide input. The assignment of alternate commander is rotated among the managers. Attempts are made to resolve issues at the lowest possible level.

This command inspection noted two areas of concern: 1) Most job descriptions are normally reviewed when there is a vacancy. While most were updated in August 2007 or later, a few had not been updated since February 2004; 2) When a clerical employee is absent, the remaining clerical staff answer the telephones. However, there is no cross-training of the clerical employees. It is recommended that all job descriptions be reviewed and updated, and that a process be implemented whereby all of the job descriptions are periodically reviewed for appropriateness. Additionally, all clerical staff should be cross-trained so one can perform the duties of another as necessary.

COMMAND INSPECTION PROGRAM EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
BSS (076)	ASD	1
Inspected by: Kathy Marshall and Julie Martin		Date: 4/7/2009

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Commander's Response:

Areas of concern:

- (1) Review of job descriptions As stated, the command reviews duty statements at the time of vacancy. Due to the specialty of the command's units, most duty statements are specific in nature and do not change. The inspector recommends a process for periodical review. Even though the command has not had issue with its current practice, it will defer to the inspector's recommendation and will incorporate a review of all duty statements. Please provide an acceptable time frame for periodical review.
- (2) Cross-training of clerical employees As stated, BSS clerical staff are only cross-trained on the general clerical support duties such as answering phones, assisting visitors, routing and copying documents, mail pick-up and distribution, etc. Due to the specialty of the units within BSS, the ability to cross-train clerical staff on duties over and above general clerical support duties listed above is not an effective or efficient use of resources. Many of the clerical staff are trained on software programs unique to their units and many of these programs have licensing issues which does not allow unlimited users. In addition, due to the infrequency of use, the clerical staff would have no proficiency with regard to these duties. The filing systems are also unique. The BSS has had issues in the past with misfiled documents. Adding additional staff to filing would most likely exacerbate the situation instead of easing it. At this time, BSS respectfully disagrees with the cross-training of clerical staff over and above the current duties. NOTE: The CHP is a pilot agency for a new eProcurement system. When that system is fully functional, there will not be a user issue. BSS plans to train all three office technicians to use this system. This system replaces two of the current unit specific software programs (ACS and Dr. E).

Inspector's Comments:

- (1) All duty statements should be reviewed/updated by July 1, 2009, and then on a yearly basis thereafter, either altogether, or individually to coincide with the employee's performance appraisal.
- (2) No further action is required concerning the cross-training of the clerical employees. The commander has elaborated on the current cross-training of these employees, which appears sufficient and will be enhanced when the eProcurement system is operational. Also, there are extenuating circumstances in this command that would make extensive cross-training ineffectual.

Required Action

Corrective Action Plan/Timeline

All duty statements with a July 1, 2008, or earlier review date, will be reviewed/updated by July 1, 2009 (combining any annual reviews in the process). Thereafter, they will be reviewed at the time of each employee's annual evaluation.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMEN	V	Į
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Command:	Division:	Chapter:
BSS (076)	ASD	1
Inspected by: Kathy Marshall and Julie Martin		Date: 4/7/2009

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	(A fall about a fine position)
Appeal Process: (Appeals shall be filed within five (5) business days of the	ne completed chapter inspection).
Commander's Basis for Appeal:	AUUSTUG MAUATE ST. S.
Commander a Basis for Appeal.	
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	(4)
Appeal Review/Decision: (This shall be the only level of appeal).	
	oc occurrence of the contract
	•
(6)	
	8
th.	
Lead Inspector's Signature:	Date:
C C 1) a D fr	4-24-09
Responding Commander's Signature (for appeal):	Date:

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

CHP 453A (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
BSS (076)	ASD	
EVALUATED BY	- I desirate	DATE
Kathy Marshall a	ınd Julie Martin	4/7/2009

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION SUSPENSE DATE Formal Evaluation Informal Evaluation	
FOLLOW-UP REQUIRED Correction Report YES NO BY	
1. MANAGEMENT FUNCTIONS EVALUATED Y.es No	ON REQUIRED CORRECTED
What functions of management were observed?	
(1) Planning adequate?	✓ Yes
(2) Organization adequate?	✓ Yes ☐ No
(3) Staffing adequate?	✓ Yes
(4) Directing adequate?	✓ Yes No
(5) Controlling adequate?	✓ Yes
(6) Delegating adequate?	✓ Yes No
2. ORGANIZATION Yes ACTION	N REQUIRED CORRECTED
a. Current Organizational Chart?	
(1) Lines of authority, responsibility, and training?	✓ Yes ☐ No
b. How are personnel informed of commander's absence? E-mail, phone call or voice mail.	
(1) Alternate assigned?	✓ Yes No
(2) Division notified via comm-net?	
c. Have collateral duties been assigned to supervisors?	√ Yes No
(1) Officers aware of assignments and/or changes? $ \mathcal{V} /\mathcal{T}$	☐ Yes ☐ No
d. How was efficiency of the organization tested? Managers often build a detailed work plan f	or assignments and include the
information on the Project Log. The Project Log was reviewed and the projects are on tre	ack for completion by the due dates.
e. Is there an appropriate span of control?	
3. JOB DESCRIPTIONS EVALUATED Yes ACTIC	ON REQUIRED CORRECTED
a. Local procedure for periodic review?	☐ Yes ✓ No
(1) Date of last review update? Most were reviewed in August 2007 or later. Updated a	s positions vacate.
b. Authority limits explained?	✓ Yes No
c. Written job descriptions for positions?	✓ Yes

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

	1) Where are job descriptions kept? In binders near the con			scriptions for all BS	S employees we	ere reviewed.
	Most were updated in August 2007 or later, but a few wer	e dated 2004 an	d 2006.			
	(2) Has cross training been conducted?				Yes	√ No
4. CO	MMUNICATIONS	Yes		NO REQUIRED	CORRECTED)
а,	Commander's methods to disseminate and receive information	? E-mail group	s are used	I frequently to disse	minate informa	tion, as well
	as through informal and formal meetings.					
	1) Does the commander use both formal and informal channe	els?			✓ Yes	□ No
	2) How does the commander inform personnel of their contrib	utions and/or ac	complish	ments? In meeting	s, verbally direc	etly to the
	employee, and through announcements at informal events, s	such as potlucks.	Congra	tulatory documents	are placed in fie	eld folders.
——— b.	Good up and down flow of information within Area?				✓ Yes	☐ No
	1) Commander to supervisors?				✓ Yes	☐ No
	2) Commander to officers through lieutenants/sergeants? \mathcal{N}_{ℓ}	/I 1			Yes	□ No
	3) Supervisors to commander?				✓ Yes	☐ No
	4) Supervisors to officers? β/β				Yes	☐ No
	5) Officers to supervisors? N/P				Yes	□ No
	6) Officers to commander through chain of command? ルル				Yes	□ No
	7) Between uniformed/nonuniformed employees?				Yes	□ No
(8) Suggestions for improvement made/tested?				✓ Yes	□ No
C.	Commander and supervisors available for counseling?				✓ Yes	☐ No
	Commander attend briefings?				✓ Yes	☐ No
(2) Lieutenant attend briefings? NIA				Yes	☐ No
d.	s the information system effective?				√ Yes	□ No
(Are personnel aware of current projects?				✓ Yes	□ No
	Weekly correspondence routed?				✓ Yes	☐ No
е.	How is the commander kept informed of daily events? The Cl	nief and Staff Se	rvices M	anager IIs are the m	ain information	n pipeline for
	the commander. The commander receives information verball	y and via e-mail				
f. <i>F</i>	re photos on picture board current?				✓ Yes	□ No
5. ARI	A AND STAFF MEETINGS	evaluated Yes		NO REQUIRED	CORRECTE	
a.	Commander or facilitator/manager adequately prepared for mee	etings?			✓ Yes	□ No
2-1-2-2	1) Do meetings begin on time?					☐ No
-	2) Is there an agenda?	3.5			✓ Yes	□ No

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

OFF	4337 (1	(ev. 5-60) C1 1 666				
b.	. How	often are Area meetings held? Quarterly for all staff; bimor	athly for supervi	sors and managers.		
	(1)	Who coordinates agenda? Section Administrative Assistar	ıt			
	(2)	Who takes minutes? Not done anymore. However, action i	tems are added t	o the project log and superv	isors brief abs	sentees.
	(3)	ls action taken, with subsequent follow-up?			✓ Yes	☐ No
C.	. Are s	successive meetings held?			√ Yes	□ No
d.	. Are	Top Management minutes discussed?	ğ		✓ Yes	☐ No
	(1)	Does commander support departmental programs?			✓ Yes	□ No
	(2)	Do employees understand information disseminated?			✓ Yes	□ No
е	. Are s	special interest programs planned?			✓ Yes	☐ No
f.	Are s	chedules arranged for maximum attendance?			✓ Yes	□No
	(1)	ls information conveyed to absent members?	91		✓ Yes	□ No
g	. Wha	t is the frequency of staff meetings? Quarterly for all staff;	bimonthly for su	pervisors and managers.		
	(1)	Agendas distributed prior to meetings?			✓ Yes	☐ No
	(2)	Who attends? Quarterly meetings - all employees; bimonth	nly meetings - co	mmander, managers, superv	isors.	
				V		
	(3)	Action taken, with subsequent follow-up?			✓ Yes	□ No
h.	. Are s	sergeants-only meetings held? \wp/\wp			Yes	✓ No
i.	What	is the frequency of nonuniformed meetings? Quarterly for	all staff; bimonth	ly for supervisors and manag	gers.	
	(1)	Who schedules these meetings? Section Administrative Ass				
		remarks to the second s		answer session regarding im		
		safety information. Supervisor/manager meetings: Leads me	eting, presents it	ems of importance from Div	ision or Top N	Aanagement,
_		discusses action items, and chairs a round table of information	n sharing.			
	(3)	Action taken, with subsequent follow-up?			✓ Yes	☐ No
6. N	IANAG	EMENT OF TIME	Yes	No REQUIRED	CORRECTE	0
а	. Is tim	ne spent on activities proportionate to importance?	T	7	✓ Yes	☐ No
 b		mander/lieutenant/sergeants available other than business h	nours?		✓ Yes	□ No
30250	U.S. A. STATE OF	CTIVE BARGAINING	EVALUATED	ACTION REQUIRED	CORRECTE	D
HOL			Yes	140	✓ Yes	☐ No
a		s the commander comply with Contract Interpretations (CI)?			✓ Yes	 ☐ No
		Does a library copy of all Cls exist?			✓ Yes	
		Employee groups notified prior to changing policy?				
		Employee contract training for nonuniformed supervisors?			✓ Yes	□ No
	(4)	Managers/supervisors understand grievance/complaint proc	edures?		✓ Yes	□ No

COMMAND INSPECTION PROGRAM

Command:	Division:	Chapter:
HRS (077)	ASD	1
Inspected by: Sandra Bradley	Date: 4/8/2009	

EXCEPTIONS DOCUMENT

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans, and may be used to appeal findings. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION		Corrective Action Plan Included	☐ Corrective Action Plan Included			
☐ Division Level ☐ Comm	and Level	Appeal Included	Appeal Included			
☐ Executive Office Level		☐ Attachments Included				
Follow-up Required: Forward to:		Commander's Signature:	Date:			
☐ Yes	Due Date:	- Musen Janu	04/28/09			
Chapter Inspection:		V				
Inspector's Comments R	egarding Innovative P	ractices:				

The Human Resources Section (HRS) commander has a brief stand-up meeting every morning with all section managers, as well as the section administrative assistant and secretary.

Command Suggestions for Statewide Improvement:

Stand-up meetings - Brief stand-up meetings, approximately 15 minutes in length, are a good means to connect with employees. If they occur regularly, it gives employees a means to interact with their coworkers and with their commander or supervisor to discuss items of importance that have recently occurred or that are anticipated to occur. This keeps employees updated on information relevant to their command and provides the opportunity for them to be involved in the processes.

Inspector's Findings:

This command inspection revealed that overall, the area administration of HRS is very good. Job descriptions and the organization chart were recently reviewed and revised. In an effort to determine if the section employees are aware of their responsibilities, various HRS staff were contacted and asked to provide a brief explanation of their job duties. The responses received closely matched their written job descriptions. The section staff rely heavily on a section project log that shows due dates to Division and the Assistant Commissioner, Staff's office; this ensures that projects stay on track and are completed in a timely manner. There is excellent communication among the staff and the commander through personal interaction and formal meetings which are held regularly for all section staff. With the recent reorganization and merger to Administrative Services Division, the picture board has become outdated. However, with the upcoming move, the picture board will not be maintained.

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command:	Division:	Chapter:
HRS (077)	ASD	1
Inspected by:	Date:	
Sandra Bradley	4/8/2009	

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Commander's Re	sponse:
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In a further effort to ensure employees are aware of their duties, managers will be reviewing their duty statements with them during their annual performance evaluation meeting. Employees will also be provided a copy of their duty statement annually.

Inspector's Comments:

No further comments.

Required Action

Corrective Action Plan/Timeline

COMMAND INSPECTION PROGRAM

EXCEPTIONS DOCUMENT

Command: Division: ASD		Chapter: 1	
Inspected by:	Date:		
Sandra Bradley	4/8/2009		

Page 3	A Company of the Comp
Appeal Process: (Appeals shall be filed within five (5) business days of the	completed chapter inspection).
Commander's Basis for Appeal:	med - Done Provided Wester Property March
Commander's basis for Appeal.	
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Appeal Review/Decision: (This shall be the only level of appeal).	
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Appeal Review/Decision: (This shall be the only level of appeal). Lead Inspector's Signature:	Date: 4-28-09

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
AREA ADMINISTRATION

AREA DIVISION NUMBER

HRS (077) ASD

EVALUATED BY

Sandra Bradley and Julie Martin 4/8/2009

CHP 453A (Rev. 5-06) OPI 009

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION Formal Evaluation Informal Evaluation	SUSPENSE DATE			
FOLLOW-UP REQUIRED Correction Report BY	COMMANDER'S REVIEW	ancy	D4/0	28/09
1, MANAGEMENT FUNCTIONS	Yes	No No	CORRECTE	D /
a. What functions of management were observed?				
(1) Planning adequate?			✓ Yes	☐ No
(2) Organization adequate?		€	✓ Yes	☐ No
(3) Staffing adequate?		-	✓ Yes	□ No
(4) Directing adequate?			✓ Yes	☐ No
(5) Controlling adequate?			✓ Yes	☐ No
(6) Delegating adequate?			✓ Yes	☐ No
2. ORGANIZATION	Yes	ACTION REQUIRED No	CORRECTE	D
a. Current Organizational Chart?			√ Yes	□ No
(1) Lines of authority, responsibility, and training?			✓ Yes	☐ No
b. How are personnel informed of commander's absence? Verl	oally or through e-ma	il. Also noted on electro	nic calendar.	
(1) Alternate assigned?			✓ Yes	□ No
(2) Division notified via comm-net?			✓ Yes	☐ No
c. Have collateral duties been assigned to supervisors?		(#	✓ Yes	☐ No
(1) Officers aware of assignments and/or changes? \mathcal{N}/\mathcal{P}			☐ Yes	□ No
d. How was efficiency of the organization tested? Review of pr	oject log, duty statem	ents, organization chart.	New hires as	re assigned a
mentor. The Administrative Assistant maintains project lo	g, follows up with sta	aff for progress, and upda	ates log accor	dingly.
e. Is there an appropriate span of control?			✓ Yes	□ No
3. JOB DESCRIPTIONS	Yes	No No	CORRECTE	D
a. Local procedure for periodic review?			✓ Yes	☐ No
(1) Date of last review update? Normally reviewed at the	time of refill, but also	updated when changes	to duties occ	ur.
b. Authority limits explained?			√ Yes	□ No
c. Written job descriptions for positions?			√ Yes	□ No

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

(1)	Where are job descriptions kept? In the HRS electronic fi	le directory as we	ell as in a binder kept in the	e commander's	office.
(2)	Has cross training been conducted?			✓ Yes	□ No
COMM	UNICATIONS	Yes Yes	ACTION REQUIRED	CORRECTED)
a. Cor	mmander's methods to disseminate and receive information?	Through verbal	communications, e-mails,	during comma	nder's daily
star	nd-up meetings and staff meetings. Additionally, the comma	ınder has an open	door policy.		
(1)	Does the commander use both formal and informal channels	s?		✓ Yes	□ No
(2)	How does the commander inform personnel of their contribu	itions and/or acco	mplishments? Verbally to	the employee	and/or
	employee's supervisor and through e-mail.				
b. God	od up and down flow of information within Area?			✓ Yes	☐ No
(1)	Commander to supervisors?			✓ Yes	☐ No
(2)	Commander to officers through lieutenants/sergeants?	'A		Yes	□ No
(3)	Supervisors to commander?			√ .Yes	□ No
(4)	Supervisors to officers?			Yes	☐ No
(5)	Officers to supervisors?			Yes	☐ No
(6)	Officers to commander through chain of command? N/t	9		Yes	□No
(7)	Between uniformed/nonuniformed employees?			Yes	□No
(8)	Suggestions for improvement made/tested?			✓ Yes	□No
c. Con	nmander and supervisors available for counseling?			✓ Yes	□No
(1)	Commander attend briefings?			✓ Yes	□No
(2)	Lieutenant attend briefings? W/A			Yes	☐ No
d. Is th	ne information system effective?			✓ Yes	☐ No
(1)	Are personnel aware of current projects?			✓ Yes	☐ No
(2)	Weekly correspondence routed?			✓ Yes	☐ No
e. How	v is the commander kept informed of daily events? Through	n e-mails and Co	nm-Nets, verbally at the d	aily stand-up n	neeting wi
mar	nagers and supervisors where concerns and issues are discus-	sed.			
f. Are	photos on picture board current?			Yes	√ No
AREA A	AND STAFF:MEETINGS	Yes	ACTION REQUIRED NO	CORRECTE	0
a. Con	nmander or facilitator/manager adequately prepared for mee	tings?		✓ Yes	□ No
(1)	Do meetings begin on time?			✓ Yes	☐ No
(2)	Is there an agenda?			✓ Yes	☐ No

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

AREA ADMINISTRATION

b	. How often are Area meetings held? Daily stand-up meeting for	managers/superv	visors. Unit meetings occur	about once a 1	nonth.
	(1) Who coordinates agenda? Administrative Assistant				
	(2) Who takes minutes? Office Technician or Administrative	Assistant			
	(3) Is action taken, with subsequent follow-up?			✓ Yes	☐ No
C	Are successive meetings held?			✓ Yes	☐ No
d	. Are Top Management minutes discussed?			✓ Yes	☐ No
	(1) Does commander support departmental programs?			✓ Yes	□No
	(2) Do employees understand information disseminated?			✓ Yes	□No
е	Are special interest programs planned?			✓ Yes	□ No
f.	Are schedules arranged for maximum attendance?			✓ Yes	□No
	(1) Is information conveyed to absent members?			✓ Yes	□No
g	What is the frequency of staff meetings? Daily for managers/su	ipervisors. At lea	st once a month for other sec	tion employee	es.
	(1) Agendas distributed prior to meetings?			✓ Yes	□No
	(2) Who attends? All HRS staff are included in meetings, but	they normally at	tend their appropriate unit m	neeting, i.e., T	ransactions,
	Classification and Hiring, Examinations, Clerical, etc.				
	(3) Action taken, with subsequent follow-up?			✓ Yes	□No
h.	Are sergeants-only meetings held? \mathcal{N}/\mathcal{H}			Yes	☐ No
i.	What is the frequency of nonuniformed meetings? Varies but ty	pically once a mo	nth.		
	(1) Who schedules these meetings? Unit managers.				
	(2) What is the commander's role? Commander is made award	e of the meetings	and tries to attend as many as	s possible to p	rovide
	information to staff and/or answer questions posed by the sta	aff.			
- Bar	(3) Action taken, with subsequent follow-up?			✓ Yes	☐ No
6. M	ANAGEMENT OF TIME	EVALUATED Yes	ACTION REQUIRED	CORRECTED	
a.	Is time spent on activities proportionate to importance?			✓ Yes	☐ No
b.	Commander/lieutenant/sergeants available other than business	hours?		✓ Yes	☐ No
7. C	OLLECTIVE BARGAINING	EVALUATED Yes	ACTION REQUIRED	CORRECTED)
a.	D. III. Control Interpretations (CIX		10	✓ Yes	☐ No
	(1) Does a library copy of all Cls exist?	2,65		✓ Yes	☐ No
				✓ Yes	□ No
				✓ Yes	
		redures?		✓ Yes	□ No
	(4) Managers/supervisors understand grievance/complaint proc			E 100	